

Provincial Government of the Western Cape: Senior Management perceptions of their social-structural and psychological empowerment in the workplace

Submitted as a requirement for the degree of Masters in Social Planning and
Administration



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Table Of Contents

Plagiarism Declaration

Acknowledgements

Abstract

1. Chapter One: Introduction.....	1
1.1. Introduction.....	1
1.2. Background To The Study.....	1
1.3. Structure Of The Report.....	3
2. Chapter Two: Study Intention.....	4
2.1. Introduction.....	4
2.2. Topic Formulation.....	4
2.2.1. Research Questions.....	4
2.2.2. Research Objectives	4
2.2.3. Research Assumptions.....	5
2.3. Clarification Of Concepts.....	5
2.4. Ethical Considerations.....	7
2.5. Reflexivity.....	9
2.6. Conclusion.....	10
3. Chapter Three: Literature Review.....	11
3.1. Introduction.....	11
3.2. Historical Context Of The Equity Imperative.....	11
3.3. Legislation, Policies And Strategies In South Africa.....	13
3.3.1. Specialised Bodies In South Africa.....	22
3.4. A Theoretical Model For Empowering A Workforce.....	23
3.4.1. Approach To Planning.....	23
3.4.2. Empowerment Theory.....	24
3.5. South African International And Regional Commitments.....	35

3.6. Workplace Equity: An International And National Situational Analysis.....	38
3.6.1. Gender Mainstreaming And The Public Service.....	49
3.7. Conclusion.....	52
4. Chapter Four: Methodology.....	53
4.1. Introduction.....	53
4.2. Research Design.....	53
4.3. Sampling.....	54
4.4. Data Collection.....	58
4.4.1. Data Collection Tool.....	58
4.4.2. Data Collection Approach.....	60
4.4.3. Data Recording Apparatus.....	63
4.5. Data Analysis.....	64
4.6. Limitations.....	64
4.6.1. Research Design.....	64
4.6.2. Sampling.....	64
4.6.3. Data Collection Tool.....	65
4.6.4. Data Collection Approach.....	66
4.6.5. Data Analysis.....	67
4.6.6. Reflexivity.....	68
4.7. Conclusion.....	68
5. Chapter Five: Research Findings.....	70
5.1. Introduction.....	70
5.2. Demographic Profile Of Respondents.....	70
5.2.1. Personal Data.....	70
5.2.2. Disability.....	74
5.2.3. Provincial Departments.....	74
5.2.4. Salary Level And Job Title.....	76
5.2.5. Education.....	80
5.2.6. Superiors.....	83

5.3.	Discussion.....	83
5.4.	Findings.....	84
5.4.1.	Relationship With The Job.....	84
5.4.2.	Relationship With Others.....	95
5.4.3.	Workplace Climate And Culture.....	104
5.4.3.1.	Affirmative Action Policy.....	120
5.4.3.2.	Perceptions On Gender.....	122
5.4.4.	Training and Development.....	131
5.4.5.	Performance.....	135
5.5.	Conclusion.....	142
6.	Chapter Six: Conclusions and Recommendations.....	143
6.1.	Introduction.....	143
6.2.	Situational Context.....	143
6.2.1.	Demographic Profile.....	143
6.2.2.	Relationship With The Job.....	144
6.2.3.	Relationship With Others.....	146
6.2.4.	Workplace Climate And Culture.....	150
6.2.4.1.	Affirmative Action Policy.....	154
6.2.4.2.	Perceptions On Gender.....	154
6.2.5.	Training And Development.....	156
6.2.6.	Performance.....	157
6.3.	Recommendations.....	164
6.3.1.	Further Research.....	164
6.3.1.1.	Meaning.....	165
6.3.1.2.	Competence.....	167
6.3.1.3.	Self-Determination.....	169
6.3.1.4.	Impact.....	169
6.3.1.5.	Opportunity To Learn And Grow.....	170
6.3.1.6.	Access To Resources.....	171
6.3.1.7.	Access To Information.....	171
6.3.1.8.	Access To Support.....	172
6.3.2.	The Provincial Government Of The Western Cape.....	173

6.4.	Conclusions.....	175
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References

Appendix A: Broad-Based Black Economic Empowerment Generic Scorecard

Appendix B: Authorisation Letter

Appendix C: Data Collection Tool

List Of Figures:

Figure 1: Gender Gap Ranking

Figure 2: Population And Stratification

Figure 3: Data Collection Process

List of Graphs:

Graph 1: Inequality In The Workplace: Women's Perspective

Graph 2: National Gender Split For The Economically Active Population: South Africa

Graph 3: Provincial Government Occupational Level Split By Gender: South Africa

Graph 4: Total Sample Split By Department And Gender

Graph 5: Comparing % Females By Department In Total Sample To Total Participating

Graph 6: Highest Level Of Education Achieved By Gender

Graph 7: Female Participants – Valuing Monetary Rewards

Graph 8: Female Participants - Challenged By Work

Graph 9: Female Participants – The Power Top Make Decisions Affecting Job Tasks

Graph 10: Female Participants – Access To All The Relevant Information To Be Effective In Job

Graph 11: Female Participants – Empowered During Crisis

Graph 12: Female Participants – Constantly Think About Changing Jobs

Graph 13: Female Participants – Access To Support From Superiors

Graph 14: Female Participants – Conflict Limits Support From Superior

Graph 15: Female Participants – Co-workers Freely Share Information

Graph 16: Female Participants – Clear On Departmental Values

Graph 17: Female Participants – Receive All Support Needed In Job

Graph 18: Female Participants – Happy with Ethical Conduct Of Co-workers

Graph 19: Female Participants – Overloaded Due To Vacancies Not Being Filled

Graph 20: Female Participants – Receiving Recognition For Good Work

Graph 21: Female Participants – Easy To Obtain Information

Graph 22: Female Participants – Equal Access To Information For All

Graph 23: Female Participants – Fear Of Victimization

Graph 24: Female Participants – Work Is Regularly Sabotaged

Graph 25: Female Participants – Input Into Decisions Above Scope Of Work

Graph 26: Female Participants – Pushing Boundaries In The Working Environment

Graph 27: Female Participants – Affirmative Action Policy Has Positive Effect On Culture

Graph 28: Female Participants – Men And Women Have Equal Opportunities In Career Development

Graph 29: Female Participants – A “Glass Ceiling” Exists For Women

Graph 30: Female Participants – Politics And Professional Development Of Men Over Women

Graph 31: Female Participants – Men And Women Display Equal Confidence In Duties

Graph 32: Female Participants – Equal Political Support For Initiatives Between Genders

Graph 33: Female Participants - Men And Women Have Equal Access To Staffing

Graph 34: Female Participants - Training Received Is Relevant

Graph 35: Female Participants - Management Training Is Adequate

Graph 36: Female Participants - Access To Mentorship That Helps Individuals Grow

Graph 37: Female Participants - Performance Appraisals Help Improve Performance

Graph 38: Female Participants - Control Over Time To Complete Tasks

List Of Tables:

Table 1: Total Sample Split By Department And Gender

Table 2: Survey Gizmo Diagnostic Test

Table 3: Participation By Race And Gender

Table 4: Home Language With Highest Representation By Department

Table 5: Marital Status Of All Participants By Race

Table 6: Average Dependents By Race And Gender

Table 7: Salary Level And Job Title Of Disabled Participants

Table 8: Comparing Department Sample % To Departmental Participation %

Table 9: Participation % By Gender, Job Title And Salary level

Table 10: Participation By Job Title And Gender

Table 11: Participation By Salary Level And Gender

Table 12: Respondents By Job Title And Department

Table 13: Comparison Of Education Levels By Race And Gender

Table 14: Number Of Years In Current Position By Race And Gender

Table 15: Comparison Of Direct Line Manager By Race And Gender

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Jade Orgill

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Abstract

The South African workplace is a dynamic one. All sectors are legislatively obligated to ensure that groups marginalized pre-1994 are developed and fast-tracked into positions that would ensure greater representivity of the population. The result of this inclusive process has been that the Provincial Government of the Western Cape's working context is diverse with respect to gender and race bringing with it a myriad of cultures and so meaning into the workplace.

Considering the context of workplace empowerment the researcher endeavoured to explore the perceptions senior managers of the Provincial Government of the Western Cape had on their psychological and social-structural empowerment using Sprietzer (1995) and Kanter's (1993) empowerment principles in combination as a theoretical framework. A quantitative research design was chosen to reach a large sample and the total population comprised 1 622 senior managers selected using a probability sampling methodology. High representivity was gained across all twelve departments of the Provincial Government of the Western Cape which included Senior Management Service designations as well as junior level management from salary levels 9 through to 16. The researcher expanded the provincial government's definition of senior management to include junior management to ensure a valid and comprehensive dataset which included women. Using a 5 point Likert structured questionnaire, the entire sample received an email link to the electronic survey and a 17.3% response rate meant that 281 senior managers completed the survey.

The data retrieved proved to be significant in understanding the perceptions senior managers had of their empowerment in the workplace. The key themes that came through in the findings were, 1) relationship with the job, 2) relationships with others, 3) workplace climate and culture, 4) Affirmative Action policy, 5) perceptions on gender, 6) training and development, and lastly performance. The researcher found that both psychological and social-structural empowerment principles are intricately connected to each theme which themselves are linked. Where the Provincial Government of the Western Cape had made gains in ensuring representivity of designated groups, job satisfaction and so retention was shown to be compromised by way of limited access to support, information, resources and the opportunity

to learn and grow. Senior managers showed little trust in the relationships they had with their superiors and the systems in which they operated. They perceived that they did not have control in their environments in terms of decision-making, time and performance which were contributing factors in their ability to deal with conflict and cope during a time of crisis. The lack of access at a social-structural level increases job stress, an element proven to be enhanced through misaligned meaning, conflict, gender discrimination as well as work place sabotage. Even though the aforementioned characteristics were found in varying degrees for the different groups analysed, they cannot be ignored as significant contributors to a disempowering working environment. Without access and trust in the systems and processes in place to ensure the efficacy and development of people, the Provincial Government of the Western Cape cannot be described as one in which leadership capacity is maximized.

The study was significant not only for the Provincial Government of the Western Cape's ability to meet its legislative obligations, but also for senior managers' capacity to deliver an increasingly progressive service to the public of South Africa.

1. Chapter One: Introduction

1.1. Introduction

The purpose of this research study is to explore the perceptions that senior management employed in the Provincial Government of the Western Cape have about their psychological and social-structural empowerment within the workplace. The researcher's focus was limited to eight theoretical principles of workplace empowerment as identified by two prominent theorists, Spreitzer (1995) and Kanter (1993). The aim of this research study was to explore senior managements' perceptions based on theoretical parameters the study has chosen. It looks at the extent of psychological empowerment, the potential barriers to social-structural empowerment, how they may relate to each other in the context of the Provincial Government of the Western Cape and how all eight principles impact on motivation, organisational commitment and ultimately productivity. In addition, the evidence provided is explored in terms of the manner in which it contributes to and/or limits provincial obligations to the implementation of the Affirmative Action policy. The intention is to provide a baseline of empirical primary data on structural dynamics and psychological empowerment perceptions that inform the attitudes in the workplace that could potentially impact on service delivery to the public. The analysis of the specified empowerment principles will better inform equity planning as well as equip relevant planners with data that allows for the development of gender-focused employee performance and development strategies. An examination of current empowerment policies and reports served as a backdrop to the data yielded by the study. This chapter will present the background to the problem and the structure of the research report is outlined completing the chapter.

1.2. Background To The Study

The study departs from the premise that empowerment must be understood as being directly related to the motivation and productivity of individuals, that these factors form the foundations to the development of people within the Provincial Government of the Western Cape as well as their ability to meet the needs of others as civil servants. Having said this,

individuals perceived levels of empowerment are critical to illustrate and provide context to the environment in which the decision makers of the Provincial Government of the Western Cape find themselves.

It has been fourteen years since the Employment Equity Act, 1998 (Act 55 of 1998) was promulgated. An Act, among others, designed to bridge the inequality gap in the South African workplace. South Africa's past is one characterized by segregation and purposeful racialization of economic power. Most affected by this were black people and women in particular. Today, given the legislative structures put into place to create a more equal society, we have to consider and measure the extent to which the *de jure* has translated into *de facto* results for the designated groups in a society characterized by gross economic inequality. In addition to looking at how the state is fairing in terms of legislated equity obligations, the Provincial Government of the Western Cape senior management are directly accountable for the operationalization and implementation of public programmes and projects that serve communities in the Western Cape that too were marginalized by the country's past. Therefore, senior management perceptions of empowerment, having an impact on their motivations and so productivity, speak directly to their ability to respond to the demands of the people they are duty-bound to serve. By obtaining a holistic view of empowerment, the study emphasized the significance held for women in its analysis. Further to this it explores what implications, if any, the findings have on gender mainstreaming mandates within the provincial sphere. In this way, detailed extrapolation will provide a comprehensive platform for existing planning structures to utilise in the decision making process. In addition to the rationale provided as a basis for internal/departmental development, the study also intended to impact on service delivery of the various departments. The twelve departments of the Provincial Government of the Western Cape listed above are critical in the planning and development, implementation and operationalization; and monitoring and evaluation of policy plans and programmes that serve the people residing in the Western Cape of South Africa.

1.3. Structure Of The Report

This research report comprises six chapters. The first chapter introduces the reader to the study which follows with the background to the problem offering the rationale behind conducting the study. In chapter two, the study intention, the main research questions and objectives of the study wishes to reach are listed and the concepts clarified. Further, the assumptions the researcher has made are stated. The researcher's considerations regarding ethical conduct are discussed and a personal reflection on the study is given. Chapter three comprises the literature review. The researcher provides a backdrop in the form of a reflection on the historical context of equity in South Africa. The chapter expands on this by detailing the legislative and policy environment governing entities in the South Africa. A theoretical model for empowering a workforce is brought forward forming the foundation upon which the study is based. Further explored in chapter three are the international and regional obligations the South African state is party too. The chapter ends with an international and national situational analysis that provides further impetus to the study.

Chapter four outlines the study's research methodology which includes the design, sampling and data collection strategy and ends with the methodological limitations. Here the researcher details the research process and the rationale behind some of the decisions made throughout it. Chapter five comprehensively discusses the findings of the study. This chapter initially analyses the demographic information obtained in the study and then uses the theoretical model as a framework linking demographic information and relevant literature. Conclusions are drawn based on the findings of chapter five and presented in chapter six. Here the researcher makes certain recommendations which are aligned to the literature and study objectives.

2. Chapter Two: Study Intent

2.1. Introduction

The following chapter presents the research questions and objectives and follows with the clarification of concepts pertinent to the study. The ethical considerations are put forward as well as a reflection by the researcher.

2.2. Topic Formulation

The research topic explored was:

“Provincial Government of the Western Cape: Senior Departmental Management’s Perception Of Their Social-Structural And Psychological Empowerment Levels In The Workplace”

2.2.1. Research Questions

The following research questions were used to frame the study:

- To what extent does senior management at departmental level perceive they are psychologically empowered?
- What are the perceived barriers management faces to their social-structural empowerment in the work place?
- How does psychological empowerment relate or link to social-structural empowerment levels?
- How does perceived psychological and social-structural empowerment levels impact on motivation, organizational commitment and productivity?
- In what way do said empowerment levels limit provincial government department’s successful implementation of Broad-Based Black Economic Empowerment targets?

2.2.2. Research Objectives

The study aimed to achieve the following objectives:

- To review the Provincial Government of the Western Cape social-structural dynamics as perceived by top management with special emphasis on women;
- To gather empirical evidence on the psychological levels of empowerment as perceived by individuals in the top echelons of provincial government;
- To provide an analysis of empowerment in a manner that informs equity planning within the Western Cape Provincial Government departments;
- To derive a link between existing empowerment levels and the potential impact on motivation and in turn productivity within the Provincial Government Departments;
- To provide reliable data that assists planners in the development of gender focused employee performance and development strategies; and
- To critically analyse secondary data produced by the various departments pertinent to employee empowerment.

2.2.3. Research Assumptions

The study made the following assumptions:

Understanding perceptions of empowerment will assist those that direct empowerment planning to develop more relevant plans and programmes to address the topic more comprehensively;

Women in senior management positions may experience psychological and social-structural barriers to their empowerment; and

Substantive change for designated groups employed in the Provincial Government of the Western Cape is not being achieved.

2.3. Clarification Of Concepts

Black people: “a generic term referring to Africans, Coloured and Indians” (Republic of South Africa 2004:5).

Broad-Based Black Economic Empowerment: “the economic empowerment of all black people including women. Workers, youth, people with disabilities and people living in rural areas through diverse but integrated socio-economic strategies” (Republic of South Africa 2004:5).

Designated groups: “black people, women and people with disabilities” (Department of Labour 1998:3).

Discrimination against women: “any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on the basis of equality” (United Nations 2003:12).

Empowerment: “a process of enhancing feelings of self-efficacy among organisational members through the identification of conditions that foster powerlessness and through their removal by both formal organisational practice and informal techniques providing efficacy information” (Siebert, Silver & Randolph 2004:332).

Gender: “social roles allocated to women and men in particular societies. Such roles and the differences between them, are conditioned by a variety of political, economic and ideological and cultural factors, and are characterised in most societies by unequal power relations” (Human Sciences Research Council 2007:1).

Gender analysis: “the collection and analysis of sex-disaggregated data that examines differences, commonalities and interrelations between men and women. It studies the links between these and other social, economic and political factors within an environment” (Jalilova 2003:10).

Gender mainstreaming: “It’s about bringing what is marginal into the core business and decision making process of any organization, where constituencies’ ideas and practices determine the rationale behind resource allocation and learning opportunities within a society” (Jalilova 2003:5)

Motivation: “a general term applying to the entire class of drives, desires, needs, wishes and similar forces. Human motives are based on needs, whether consciously or sub-consciously felt. Some are primary relating to physiological requirements and other needs may be regarded as secondary” (Koontz & Weihrich 2008:287).

Perceptions: “an interpretation or impression based on one’s understanding of something” (The Oxford Compact English Dictionary 1996:741).

Planning: “the rational application of human knowledge to the process of reaching decisions which are to serve as a basis for human action. The establishment of relationships between means and ends with the object of achieving the latter by the most efficient use of the former” (Waterston 1979:8).

Productivity: “the relationship between the output generated by a production or service system and the input provided to create this output” (Prokopenko 1987:3).

Psychological Empowerment: “a cognitive state characterized by a sense of perceived control, perceptions of competence, and internalization of the goals and objectives of the organization” (Menon 1999:161).

Social-Structural Empowerment: “employee participation through increased delegation of responsibility down throughout the organizational chain of command” (Spreitzer 2005:1).

2.4. Ethical Considerations

Ethics is, “a set of moral principles which is suggested by an individual or group, is subsequently widely accepted, and which offers rules and behavioural expectations about the most correct

conduct towards experimental subjects and respondents, employers, sponsors, other researchers, assistants and student” (De Vos 2005:57).

The study considered the following ethical factors as important:-

Avoidance of harm: The nature of certain research topics has the potential to be highly emotive for respondents and so have the potential to cause harm. Respondents were adequately informed of the nature of the study, its potential impact, and their participation was entirely voluntary. Attached to the electronic link to the survey, a narrative was given detailing the aforementioned. Similarly, the researcher’s contact details were provided as a direct communication channel should they have any inquiries into the study. In the case where respondents felt uncomfortable in continuing with the study, they could opt out at any stage (De Vos 2005). In total 176 respondents chose not to complete the survey for reasons unknown to the researcher. The programme used allowed for complete confidentiality limiting the researcher only to information requested for in the demographic profiling which was devoid of name and identification selections.

Informed Consent: The first step the researcher took was to consult the Director of Performance Management in the Corporate Services Department situated in the Western Cape Premier’s office. The researcher was then instructed to seek permission through the office of the Director General. Through this channel consent and access was given to the researcher. This meant full access to the respondents and relevant supporting staff within the Corporate Services Department. Once this was secured, respondents were given sufficient information on the study objectives, the research process, as well as access to the letter of consent received from the Director Generals office. Additionally, information on the researcher and the supporting institution ensuring that all participants entered the study in full knowledge of the study parameters and credibility before it began (De Vos 2005). This was provided upon a respondent’s commencement of the survey.

Deception of Subjects: In no way was there any deliberate withholding of information from the respondent at any stage in the research process. Respondents' knowledgeable and voluntary participation is what was sought and this was not compromised (De Vos 2005).

Violation of privacy, anonymity or confidentiality: Respondents have a right to confidentiality and such rights were respected within the context of the survey process. The survey was sent to the individual employment e-mail addresses and so carried out in a setting of the respondents' choice and at their own time. The data collected was used for the purposes of the study only and collated into a report with no reference to any individual ideas or perceptions. Researchers have a responsibility to inform the respondents of who will have access to the information and to make sure the information is not disseminated further than what had been agreed to (De Vos 2005). To this end, information regarding the above was detailed upon commencement of the survey.

Release and publication of findings: The investigation followed due process accurately to ensure findings were not misleading and unclear. All research material produced will be devoid of plagiarism and the findings do not breach respondent's confidentiality in any way (De Vos 2005). Departmental heads, the Premier's office and Director-General will have access to study findings and recommendations.

Gaining access: The researcher motivated the desire to conduct research within the Provincial Government of the Western Cape to the Director-General in the Premier's office. Authorization was then granted which allowed the researcher access to an employee database. The database was acquired through senior management staff in the Corporate Services Department. Once the databases were compiled and the five designations filtered in the sampling process, corporate services representatives in all twelve departments were contacted and made aware of the study and its parameters. They were encouraged to inform staff that research would be conducted within the department and motivate participation. In this way the correct protocol was followed and relevant parties, using their own procedures, were given the opportunity to inform those sampled of the study. Corporate services representatives in each department

were given access to the sample list in their respective offices to double check and act as quality control on the database.

2.5. Reflexivity

The project is significant in size and needed a focused approach in making sure respondents sampled completed the survey and that adequate data was retrieved. The study posed concerns around the researcher not doing an adequate job of constructing the questionnaire. There was anxiety around not retrieving enough information or the right information to be able to do justice to the analysis. Quantitative studies of this nature have the potential to overlook and sometimes misrepresent data given by the respondents. The data analysis was important in producing meaningful findings. The project not only sought to produce a series of graphs that would assist departmental heads in understanding how they compared to each other, but also endeavoured to expand the findings through a gender lens that informed empowerment planning. Therefore the main concern was in producing a comprehensive analysis that could serve as a foundation for substantive change.

2.6. Conclusion

The chapter presented here has given the reader an introduction into what the study aims to achieve by providing an overview the study intent. Listed are the most important questions and objectives which link to the findings. Furthermore, the ethical considerations pertaining to the study was brought forward including the researchers reflection on the research process. The following chapter is the literature review. In it, the researcher explains the importance and relevance of the study through an exploration of literature around the topic. It is critical to understand the multitude factors connected to empowerment at provincial government within the South African context.

3. Chapter Three: Literature Review

3.1. Introduction

The literature review presented illustrates and details the rationale and context for the empirical research conducted on the topic of South African public sector workplace empowerment. It provides an overview of the historical context of the South African workplace which formed the back drop to current state imperatives in bridging inequality gaps. The theoretical premise, presented as a foundation for this study, identifies the social justice perspective by Sen (1999), the psychological empowerment perspective by Spreitzer (1995) and the social-structural empowerment perspective by Kanter (1993). Further to this, South Africa's international and national obligations are set out to highlight state commitments singling out key statutes and specialized bodies mandated to bridging the inequality gap. The review finishes with a situational analysis and conclusion respectively. The former covers international as well as national concerns and statistics regarding empowerment in the workplace, the latter sums up the need for research in this area.

3.2. Historical Context Of The Equity Imperative

The structural exclusion of black people in South Africa began in the late 1800's with the first dispossession of land and continued until the start of what is commonly known as South Africa's *Apartheid* era which began in 1948. According to the Department of Trade and Industry (2003), the laws enacted after this date fast-tracked the underdevelopment of black people in the country by way of an inferior education system leading to millions of black South Africa's vastly under-equipped in knowledge and skills to compete in a rapidly modernizing industrial and commercial economy. The underdevelopment also took the form of destruction and forced removal of productive assets, the denial of jobs and self-employment and the restriction on movement.

Racial discrimination was considered the defining feature of the country's historical past. The Native Laws Amendment Act (Act 54 of 1952), commonly known as the Pass laws of 1952 and the Group Areas Act, 1966 (Act 36 of 1966) were among the tangible constrictions placed on

black workers limiting not only their access to employment but defining the roles they were able to play in the South African economy.

Since the country's liberation in 1994, the state has made significant legislative strides to transform the economy in a way that included every citizen in the country. The state had to initiate interventions that would address the systematic underdevelopment of the majority. The vision of economic emancipation began with the Freedom Charter of 1955, which was refined through the development of the Reconstruction and Development Plan of South Africa. The Reconstruction and Development Act, 1998 (Act 79 of 1998) was a pioneering macro-level socio-economic development strategy that proposed ways in which South African business ownership and control could be transformed to be more inclusive addressing the gross economic inequities of the country's Apartheid past. In South Africa, inequality has a strong racial and gender character so the transformation of the economy has thus also acquired a moral imperative, where the steps taken to bridge gaps need to be in line the values and principles of the Republic of South Africa Constitution Act, 1996 (Act 108 of 1996) (Department of Trade and Industry 2003). This has been the foundation upon which labour and empowerment laws have been formulated.

The collective call for a non-racist and non-sexist society, during the drafting of the South African Constitution was indicative of the influence that the Women's National Coalition had during that time. Historically a strong representative of women in civil society, they were particularly significant around 1993 and 1994 in advocating for the rights of women in the newly established South Africa (Budlender 2011). With the new South African Constitution adopted in 1996 and the Southern African Development Co-operation Heads of State Declaration on Gender and Development signed in 1997, the South African government committed itself to the implementation of gender mainstreaming as a public sector strategy. Gender mainstreaming meant addressing the exclusion experienced by women. The expectation was that women would become more involved in decision making, goal setting and resource allocation allowing gender issues to be brought to the forefront of the development agenda in the new South Africa. The impetus on gender at national level would mean that the

provincial governments were to interpret and implement national policy within the socio-economic contexts of the provinces (Budlender 2011).

3.3. Legislation, Policies And Strategies In South Africa:

As is previously mentioned, the South African Constitution, 1996 (Act 108 of 1996) serves as the foundation for human rights within the country. The Bill of Rights in particular, Chapter 2 of the Constitution, prohibits discrimination on the grounds of marital status, sexual orientation, gender, sex, pregnancy, age, disability, ethnic or social origin, language, culture and religion, conscience and belief and this include all natural persons and legal entities which exist in South Africa. It is also based on equality of outcome rather than equality of opportunity. This means that different groups may have to be treated differently in order for an equal society to be forged.

A number of important statutes were passed in order to address “general” labour inequality. For example, small black-owned businesses were and still are supported through the public sector preferential procurement policy regulated through the Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000). This ensures state purchases facilitate their development and growth. Similarly the Competition Act, 1998 (Act 89 of 1998) contained exemptions for black owned or controlled enterprises where anti-competitive practices promoted them. The National Empowerment Fund Act, 1998 (Act 105 of 1998) holds equity stakes in state-owned and private enterprises on behalf of the historically marginalized with the aim to promote and support organisations run by black people.

Where all of the aforementioned statutes have been important in bridging the economic inequality gap, the Skills Development Act, 1998 (Act 97 of 1998) and the Employment Equity Act, 1998 (Act 55 of 1998) became important instruments in ensuring the protection and advancement of employed South Africans. The former, designed for all population groups, serves to develop and improve the skills of the South African workforce while the latter outlaws all forms of unfair discrimination within the workplace requiring organisations employing more

than fifty people to achieve representative employment of black people within a certain time frame.

The Black Economic Empowerment Policy was the first to combine all of the above into a single policy programme aimed at addressing and fast tracking demographic imbalances in employment. The Black Business Council, now Business Unity of South Africa, established the Black Economic Empowerment Commission in 1997 to come up with a Black Economic Empowerment strategy that would transform and target the private sector. In 2001 the Commission made a number of recommendations in a report to the Department of Trade and Industry, who in turn produced what is now the Broad Based Black Economic Empowerment Act, 2003 (Act 53 of 2003). The act provides for a broader specification of designated groups, groups to be targeted in ensuring representation. The designated groups include all black people i.e. Black, Coloured and Indian as well as all women (including White women) and all people with disabilities (Reddy 2008). The Department of Trade and Industry provides the following statutes and planning documents supporting Broad-Based Black Economic Empowerment:

- *Preferential Procurement Policy Framework Regulations 2011;*
- *National Directory of Small Business Support Programmes 2010;*
- *The Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003);*
- *Strategy for Broad-Based Black Economic Empowerment;*
- *The Codes of Good Practice for Broad-Based Black Economic Empowerment General Notice 29617;*
- *The Skills Development Act, 2003 (Act 31 of 2003);*
- *The Skills Development Levies Act, 1999 (Act 9 of 1999);*
- *The Employment Equity, 1998 (Act 55 of 1998);*
- *Verification Methodology July 2008; and*
- *Draft Preferential Procurement Regulations (Department of Trade and Industry 2012).*

In 2007, the Department of Trade and Industry enacted a Codes of Good Practice in line with the Broad-Based Black Economic Empowerment policy. It is a policy instrument aimed at directing action plans within organisations. It holds generic scorecards which entities are legally required to follow and measure themselves against, and in so doing fast-track the economic

development of designated groups within the country. The scorecard comprises seven elements and through a point system measures and weights organizations' implementation with regards to the policy. All sector employers, including the state, are required to take progressive measures to meet the requirements of all seven elements - see Appendix A.

The Provincial Government of the Western Cape, like other enterprises, is obliged by law to acquire enough points through their initiatives, incrementally improving their Broad-Based Black Economic Empowerment status or compliancy on an annual basis. Public sector employees are directly affected by the category of human resource development which carries codes series items 300 and 400. These are employment equity and skills development respectively and are two out of seven elements of the Broad-Based Black Economic Empowerment generic codes measuring good practice that this study is concerned with. The Provincial Government of the Western Cape is held accountable for these measures just as private sector enterprise within South Africa is.

Code series 300, under the codes of good practice, concerns employment equity; and highlights the parameters and measures of employment equity as is related to the legislative requirements in the Employment Equity Act, 1998 (Act 55 of 1998) and the Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003) (Department of Trade and Industry 2007). The maximum score measured entities can be allocated under this code is fifteen points, this upon meeting all the criteria. Before a score can be given, the measured entity must make sure that the data used to calculate the score is that which is filed with the Department of Labour. In addition, points will not be allocated if the measured entity has not complied with a minimum of forty percent of the measured criteria. For bonus points, the entity must meet or exceed Economically Active Population targets. Moreover, black female employees qualify the measured entity to extra points using the adjusted recognition for gender calculation.

There are a total of five measures under code series 300. First it measures black disabled employees as a percentage of total employees. Secondly, it measures black employees in senior management as a percentage of total employees. Third and fourthly, it measures middle and

junior management respectively as a percentage of total employees. The aforementioned are enhanced using the adjusted recognition for gender and the last criterion encompasses all four of the prior allocating additional points in each category when targets meet or exceed Economically Active Population targets (Department of Trade and Industry 2007).

Code series 400, skills development, measures 3 elements. Firstly it measures the expenditure on learning programmes for black employees as a percentage of “duty” using the adjusted recognition for gender. Secondly, it measures the same expenditure including black employees with disabilities. Lastly, it measures the number of black employees participating in learnerships as a percentage of total employees using the adjusted recognition for gender. Each of these measures is allocated a certain number of points which, if met, will afford the measured entity fifteen points toward their overall scorecard. Entities are only eligible for measurement against these three criteria if they meet certain requirements. Among these is that the entity has to comply with the Skill Development Act, 2003 (Act 31 of 2003) and the Skills Development Levies Act, 1999 (Act 9 of 1999). The former provides that Provincial Government departments must contribute one percent of their total salary bill to skills development and training of employees. Additionally, they have to have developed a workplace skills plan and the programmes implemented have to be targeted at developing priority skills generally and specifically for black employees (Department of Trade and Industry 2007).

In the preamble to the Employment Equity Act, 1998 (Act 55 of 1998) the Department of Labour recognizes that, “As a result of Apartheid and other discriminatory laws and practices, there are disparities in employment, occupation and income within the national labour market, and that those disparities create such pronounced disadvantages for certain groups of people that they cannot be redressed simply by repealing discriminatory laws” (Department of Labour 1998:2).

It provides a number of clauses to address the stated inequality i.e. Chapter 2 (section 5) of the Employment Equity Act, 1998 (Act 55 of 1998) details that “...every employer must take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any

employment policy or practice” (Department of Labour 1998:14). Its main aim is the promotion of the proportionate representation of employees in the workplace and allows the state to act upon, among other goals, unfair discrimination in employment. It has adopted the definition of discrimination as found in the Constitution of South Africa, 1996 (Act 108 of 1996).

Chapter 3 (section 15(1)) states that organisations i.e. provincial government departments must, “...take measures to identify and eliminate employment barriers, including unfair discrimination, which adversely affect people from designated groups...”(Department of Labour 1998:18). This study endeavours to provide a platform for “consultation” as required by section 16 where women within the various departments are afforded an opportunity to provide information on the levels of equity and equality they experience within provincial government. Provincial departments are obliged by section 15 to “...make reasonable accommodation for people from designated groups in order to ensure they enjoy equal opportunities and are equitably represented...”(Department of Labour 1998:18). This cannot happen if studies are not conducted to identify barriers and opportunity gaps. Adequate planning requires valid and up to date data that informs objectives, targets and budgetary allocations that produce substantive change.

Section 19 expands on the aforementioned analysis by providing two clauses that ensure appropriate information is gathered on employment equity within the organisation. Not only must data be collected on designated workforce profile and level of underrepresentation by category and level, but analysis must be made of employment policies, practices, procedures and the working environment.

The Western Cape Provincial Government Recruitment Policy identifies the Head of Department primary managerial responsibility for the appointment of candidates, indicating that, “Managers must ensure that employees are managed in an environment, which is enabling and supportive to all especially to those who have been disadvantaged” (Smith 2002:2).

Senior management position recruitment is regulated somewhat differently to occupational categories below this level. Section 10 specifically states that, "The filling of the posts must meet the requirements of the relevant department's Employment Equity Plan" (Smith 2002:6). This is different in that for other levels the policy provides that, "The selection process is designed to accommodate representivity imperatives, insofar as is possible" (ibid, 2002:4).

Together with the Employment Equity Act, 1998 (Act 55 of 1998), the Basic Conditions of Employment Act, 1997 (Act 75 of 1997) also serves as protective legislation and sets the minimum conditions for all workers. It contains certain clauses which are important from a gender perspective i.e. it provides that every female employee that works for a minimum of twenty four hours in a month has the right to four consecutive months of maternity leave and job security. However, it does not state that said employees are entitled to payment of wages whilst on maternity leave. While the Basic Conditions of Employment Act, 1997 (Act 75 of 1997) does not provide paternity leave explicitly, it does however, afford every employee with family responsibility leave which is essentially three days that covers child birth, sickness or cases where a life partner or close relative dies (Budlender 2011).

The public sector is accountable to national legislative requirements regarding equity, but they are also accountable to the citizens of South Africa in ensuring that the services they are employed to deliver are provided in an equitable manner. So over and above the legislative environment previously detailed, the public sector is also bound by the Public Services Act, 1994 (Act 103 of 1994) which provides the public sector with operational parameters to which they are legally obligated. However, government was of the view that a further policy framework was needed to expand on service standards.

In 1997 the National Department of Public Service and Administration passed a white paper for the transformation of the public service in South Africa. They named it the "Batho Pele White Paper" meaning "people first" as it intended to invoke a change in the way public servants viewed service delivery. Effective service delivery was to meet the needs of all South Africans. It saw this as the ultimate measurement of a transformed public service. Meeting the basic needs

of all South Africans is one of the key programmes in the Reconstruction and Development Plan, because the fulfillment of these needs is a legitimate expectation enshrined by the Bill of Rights in the South African Constitution, 1996 (Act 108 of 1996) (Department of Public Service and Administration 1997).

Today, Batho Pele continues to serve as a guide on “how” services should be delivered for the improvement of state efficiency and effectiveness. It proposes eight principles as the building blocks upon which service delivery improvement programmes at national and provincial levels are instituted. This is in addition to the requirements that govern service delivery is provided for in the Public Service Act, 1994 (Act 103 of 1994). The white paper aligns with the South African Constitutional principle of co-operative governance and serves to promote coherence within the public sector for the benefit of all citizens (Department of Public Service and Administration 1997).

The new South African government inherited a centralised, bureaucratic system. It was characterized by uniformity, diffused decision making and focused inwardly; bound by rules and input rather than outcomes. Batho Pele as a policy framework and implementation strategy sees transformation as a “dynamic process” that rewards creativity and innovation, effectiveness and responsiveness in delivering services to the public. With the objectives of service delivery being welfare, equity and efficiency, the policy pushes for a fresh approach, one that views citizens as customers and encourages creative systems, procedures, attitudes and behaviours to achieve these objectives (Department of Public Service and Administration 1997).

The policy recognizes that change in outcomes and objective attainment is critically linked with reforms in management. It highlights the need for a dramatic shift in culture; new perceptions and relationships developed and oriented toward service; and for this to happen it states that management needs new tools. It sees internal management reforms as an ongoing process, one that frees and sets into action the energy and commitment of civil servants to work toward the development of customer-oriented approaches to delivery.

The paper specifically states that internal reform does not mean “introducing more rules and centralised processes or micro-managing service delivery activities” (Department of Public Service and Administration 1997:9). It also stipulates that the service delivery principles are applicable to internal as well as external customers or citizens as they are referred to throughout the document. The heads of national and provincial departments are encouraged to create a working environment that is nurturing of efforts to improve delivery through the harnessing of civil servants’ skills, making sure that efforts to improve delivery are recognised and appropriately rewarded and that capacity is enhanced in staff to achieve the objective of improved delivery. It also specifies that performance management assessments give due regard to those individuals and groups making contributions to the development of improved delivery (Department of Public Service and Administration 1997).

The aforementioned statutes serve to address women’s empowerment directly as part of whole efforts to address inequality among all previously marginalized groups in South Africa. However, South Africa also has a Draft National Programme for Action for Women’s Empowerment and Gender Equality (2005 – 2015), produced by the Office on the Status of Women in The Presidency and adopted by Cabinet in 2000. This policy framework is geared toward mainstreaming gender in society which includes the workplace. According to this policy, mainstreaming gender is about:

- Instituting a gender perspective into all policies, programmes and action plans at all levels of government;
- Using a gendered analytical lens that highlights women’s empowerment through the integration of men and women’s concerns in a crosscutting way;
- Reducing inequality faced by women based on sex, race, disability, age, sexual orientation, class; and geography {urban-rural}; and
- Removing the barriers that limit women’s full participation in society and the economy as equals.

Generally, it speaks to a rights based approach to ensuring equality between men and women but also encourages and promotes the analysis and situating of barriers and experiences through a gender lens. As women's needs and experiences are different to that of their male counterparts, substantive change in bridging the equality gap, requires gender specific understanding and analysis (The Office on the Status of Women 2000).

Additionally, the Department of Public Service and Administration developed a Strategic Framework for Gender Equality within the Public Service in 2006 that would span a period of 10 years. The policy framework targets both women employed in the public service ensuring empowerment and equality as well as those women served by civil servants, ensuring the rapid delivery of quality services to the women of South Africa. The strategy includes meeting national equity imperatives for women at Senior Management Service levels, which predominantly concerns numbers of women in senior positions. This means fifty percent representation of women in Senior Management Service positions at national, provincial and local government levels. Moreover, the strategy expands on this to include empowerment and leadership development of all women in the public sector. It aims to achieve this by creating an environment conducive to the development of interventions and mechanisms at all levels of government in the quest for meeting the empowerment and equality objectives for women (Department of Public Service and Administration 2006).

The South African workplace is bound by various statutes and policies, all of which address inequality in one way or another. As such, the working environment can be seen as a microcosm of society in the way gender is analysed, measured, planned for, monitored and evaluated.

3.3.1. Specialised Bodies In South Africa

South Africa hosts a number of specialized bodies that specifically deal with making sure the various sectors are compliant with the equity rulings. They perform regulatory functions to serve the people of South Africa by ensuring the legislative and policy frameworks put in place are adhered to.

The Commission for Employment Equity was established in terms of the Employment Equity Act, 1998 (Act 55 of 1998) and is managed and supported by the Department of Labour as well as the Employment Conditions Commission which was established in terms of the Basic Conditions of Employment Act, 1997 (Act 75 of 1997), also serviced by the Department of Labour. The Commission for Employment Equity is employed in a part-time capacity and not as an official government body. Their mandate is to promote representivity in the labour force focusing on designated groups; however the representivity of designated groups is not obligatory in the appointment of commissioners. Similarly, the five commissioners of the Employment Conditions Commission are appointed by the Department of Labour and business and serve to advise the Minister on minimum wages and conditions of employment in various sectors. These commissioners are also not representative of designated groups and essentially represent vulnerable workers, those not well organized (Budlender 2011).

Additionally, South Africa has a National Gender Machinery which comprises those bodies specifically concerned with the empowerment of women and their advancement.

The Constitution of South Africa has provided for a Commission on Gender Equality in terms of chapter nine, an independent body appointed by the President of South Africa (Budlender 2011). In the National Parliament a standing committee, the Improvement of the Quality of Life and Status of Women, was established in 1996. Within National government an Office of the Status of Women was formed within the Office of the Presidency. Additionally, gender focal points allocated to the line ministries were meant to support this office including similarly focused people in provincial governments. In 2009, this office was replaced with a Ministry of Women, Children and People with Disabilities - the Commission on Gender Equality forming part of it.

The standing committee has focused mostly on violence against women, poverty and HIV/AIDS with not much attention being paid to labour issues. As far as the national ministry and gender focal points are concerned, not much has been accomplished in empowering the designated groups in terms of labour (Budlender 2011).

3.4. A Theoretical Model For Empowering A Workforce

3.4.1. Approaches To Planning

There are various approaches which dominate the development planning arena. Approaches to development are essentially about how decisions are made regarding development. One is a comprehensive rational approach. Here, goals are complete in their specification and ranked in order of priority. In addition, alternatives to achieving these goals and associated costs are included in the planning. It assumes that all information about a specific goal is at hand, can be managed accordingly and that all possible players are involved and in agreement of the goals and alternatives presented. Having said this, most government agencies adopt an incremental approach to planning. The reason is that the ends or objectives of planning are not always agreed upon and there is generally limited knowledge of the consequences of alternatives. In this way, the incremental approach seeks to adjust existing plans in line with participant consensus and the outcomes or efficiencies of implementation. It is seen as the most appropriate model for a pluralistic democracy. In an incremental approach, the means determine the ends to goal achievement, however it also supports the status quo in the sense that it works best in an unchanging environment so becomes a hindrance to major innovations. What happens is that small scale actions take place without any agreed goal in mind as consensus is not easily achieved. Planners usually give in to politicians causing the gap between planners and political decision making to widen. As incremental planning is means oriented, the focus of planning becomes technical and values which should be used to meet needs lead to unclear ends (York 1982).

The strategic approach to planning, attempts to make the best use of the limited resources taking into account the conditions which exist and current policy guidelines. It prioritizes a few crucial issues instead of dealing with all issues at once. This allows for focused analysis of resources to be collected and the addressing of root causes identified in the first phase of need identification. Following this, strategic alternatives are then presented. What is presented uses a strategic approach in that it focuses on a specific area of development identified through current and planned interventions that exist within the Provincial Government of the Western

Cape. Senior management perceptions of their psychological and social-structural empowerment provides the context or conditions that exist and merges it with the policies that are currently in place. The strategic approach provides a space for the inclusion of the people most affected by the development challenges identified in the root causes and needs identification phase. If implemented correctly, can be used as a tool of empowerment, assisting the relevant planners and employees to better understand and take control of their environment. With a focus on understanding root causes, this approach can potentially ensure the right needs are addressed and that bottom up planning is included in the employee development. Through bottom up planning people get to have input into what works and what doesn't in their working environments. By merging the current policies, joined goals and objectives may be reached providing a solid foundation for development activity. In the same way, the strategic approach will provide a platform for the integration of human, financial and information knowledge and capacity further empowering the workplace (York 1982).

3.4.2. Empowerment Theory

Empowerment became a popular approach in the workplace in the 1990's. It was intended to be used as a tool in developing leadership within organisations. Spreitzer et al. (2001) offers that an empowered workforce is one in which leaders are made. Service delivery and responsiveness are defining factors in any organisation operating within an ever-changing environment. To be adaptable and progressive change agents, organisations need to be knowledgeable, generate ideas, be creative and have lots of energy. In order to achieve this, the workforce requires support, nurturing and development. In other words, employees must have the power and willingness to act if the organisation wants to remain competitive within its environment.

Kanter (1993:221) defines power as, "...the ability to get things done, to mobilize resources, to get and use whatever it is that a person needs for the goals he or she is trying to meet...". The notion of "power" must be considered when understanding empowerment. According to The Commission on Women and Development, empowerment is essentially understood as the

process through which power is acquired individually and collectively. At the level of the individual it means, "The acquisition of greater independence and capacity for self-determination, as well as means to allow individuals to broaden their opportunities", which at a level of the collective, it means "...the capacity of a group to influence social change and move toward a fair and equal society, in particular in its relations between men and women..." (Commission on Women and Development 2007:6). The Commission on Women and Development proposed four levels of power, namely:

***"Power over":** "involves a mutually exclusive relationship of domination or subordination. It assumes that power exists only in limited quantity. This power is exerted over someone or, less negatively, allows "someone to be guided". It triggers either passive or active resistance";*

***"Power to":** "included the ability to make decisions, have authority, and find solutions to problems, and which can be creative and enabling. It refers to intellectual abilities as well as economic means, i.e. to access and control means of production and benefit";*

***"Power with":** "social or political power which highlights the notion of common purpose or understanding. Collectively, people feel they have power when they can get together and unite in search of a common objective, or when they share the same vision";*

***"Power within":** "this notion of power refers to self-awareness, self-esteem, identity and assertiveness (knowing how to be). It refers to how individuals, through self-analysis and internal power, can influence their lives and make changes" (Commission on Women and Development 2007:10).*

The Women Empowerment Approach proposed by the Commission on Women and Development (2007) postulates that empowerment is a process involving both the individual and the collective. Their methodology is designed to assist stakeholders involved in the identification, formulation and evaluation work on the ground to determine, with designated groups i.e. female employees, indicators to measure the empowerment process that are in line with the context in which they work (Commission on Women and Development 2007).

In a study on workplace empowerment (Seibert et al. 2004) refers to the concept on micro and macro levels within an organisation. The macro elements of empowerment relate to organisational structures and the micro perspective deals with intrinsic individual motivation. It is understood that empowerment as a concept is really concerned with increasing individual motivation through the devolution of authority and decision making

power, where the structures and practices within an organisation are the contextual variables that influence whether employees feel empowered or not. These structures and practices are the macro factors that constitute an empowering climate.

The empowerment climate perspective would yield descriptive data on the work environment. The micro empowerment perspective has a subjective and evaluative focus which considers the link individual values have with workplace demands and opportunities. Understood in the same light as macro empowerment, the social-structural perspective, rooted in social exchange and power theory is based on building more democratic organisation's where power moves to lower levels in the organisation's hierarchy. In this way, the two perspectives on empowerment are conceptually distinct (Seibert et al. 2004)

Kanter (1993) posits that social-structural empowerment is achieved through the delegation of responsibility that enables employees to increase their participation within the organisation. This kind of power is directly linked to the control people have over their working environments which ultimately impacts work performance and effectiveness. The social-structural perspective aims to understand organizational, institutional, social, economic, political and cultural forces that maintain conditions of powerlessness. Essentially it means creating a high involvement system. The basic tenets of this perspective are:

- *Opportunity to learn and grow;*
- *Access to information;*
- *Access to resources; and*
- *Access to support (Vacharakiat 2008:4)*

The model has shown that employees are more motivated, experience greater job satisfaction and organisational commitment when empowered in this way. The popularity of this perspective has been gained through the way in which it has helped management see how certain actions can facilitate empowerment within the workplace and as much as management themselves should be empowered this way, they also play important roles in utilizing these "power tools" to create empowering conditions in the workplace. Effective alliances with superiors, subordinates and co-workers are the complimentary informal power systems which

facilitate the success of the model. Access to information, support and resources are considered pertinent to the power individuals have to access and control the services they deliver. It speaks to the economics of the job, what they are able to produce is dependent on their authority over the tools they perceive are needed to perform in their jobs. This form of empowerment, used in isolation, has its limitations in that it is organisation-centric and does not include the nature of empowerment as it is experienced by employees. Research has shown that even though employees have been given access to power, knowledge, information and rewards, some have still felt disempowered.

Within the working context, the perception of opportunities to learn and grow becomes more intricate as it links to motivation and job satisfaction. Csikszentmihalyi (1997:30) wrote about the “paradox of work”. The work environment is suggested to provide the highest number of opportunities to experience “flow” and this happens “...when a person’s skills are fully involved in overcoming a challenge that is just about manageable...” (ibid, 30). Csikszentmihalyi (1997) claims that deep involvement occurs as high skills are set up against high challenge postulating that the level of challenge in a job is an important factor in employee involvement. That which is easily accomplished leads to boredom; frustration and employees generally find little meaning in the task.

A study conducted with middle managers within diverse functions of a Fortune 50 organisation, proved that role ambiguity, wide spans of control, sociopolitical support and participatory climate all had strong links to empowerment. A lack of goal definition and unspecified lines of authority lead to goal conflict, created uncertainty, threatened personal control and ultimately lead to stress. Employees that are given access to information are provided with a sense of ownership and allow them to understand their role in a wider external context and how it affects the success of the organisation. Information ultimately reduces uncertainty (Spreitzer 1995).

Merkle, a database marketing firm with approximately 800 employees views information and knowledge sharing in a similar way making every single employee a trainer. The Chief Executive

Officer (CEO) had this to say, "I wanted to empower employees to make better decisions. It seemed that important information resided in too few hands" (Jones 2006:1). The idea behind making every employee a trainer was to create a learning culture within the organisation and in so doing, motivate employees. The result was that the company's orientation moved from being mere service providers to innovators in their industry. This was accomplished by making information sharing a structural part of the job expectation and performance measurement using a credit system. The result was a company that continuously increased their skills set. Lastly, the CEO had this to say about learning and development, "Success and experience are the greatest enemies of learning, but in this business we are trying to invent a landscape that doesn't exist; continuous learning is not optional for us" (Jones 2006:1).

Research has shown that workplace social support has a positive effect on job satisfaction. This can come from three different sources; colleagues, supervisors or mentors. It is defined as the interpersonal interactions that help or are intended to help someone improve psychological or behavioural functioning within the working environment. There are various types of social support that govern the work context; these include task support, collegial, coaching and career mentoring. Task support involves collaborating and sharing in ideas and projects; collegial support focuses on the relational and interpersonal bonds that allow employees to share confidence through friendships; and coaching is about orienting employees around organisational rules and goals including those of a political nature. Lastly, career mentoring takes the form of an advisory or guiding relationship usually with those who have more experience in the job or work environment (Harris, Winskowski, & Engdahl 2007).

In the case of Harris et al. (2007), job satisfaction and career success is positively associated with career mentoring and task support. Task support together with coaching predicted high incidents of job tenure. As far as collegial support is concerned, it is shown to have a positive relationship to employee retention. Task support is associated with both job satisfaction and job tenure. Those employees receiving high levels of task support are known to have high levels of intrinsic motivation and are not as heavily dependent on other forms of support. They are therefore more likely to remain in their jobs.

Maintaining a positive social identity is something most individuals strive for in their working environment. This is why conflict within the workplace is seen as one of the most powerful stressors. Task as well as relationship conflicts have negative impacts on job satisfaction and have the potential to bring about stress reactions otherwise known as job strain. This is a psychological manifestation of conflict affecting employees' health and well-being. Research has shown that these "soft" outcomes of conflict within the workplace impact negatively on individual performance and so the effectiveness of the organisation. The higher an individuals' "locus of control" or their belief that they have power over their outcomes and rewards, the less likely they are to experience strain as a result of conflict (Dijkstraa, Beersma & Evers 2011).

Much research has been conducted using the social-structural approach with strong links to high involvement work practices involving the four tenets. Findings have shown that where employees are empowered this way, positive outcomes have occurred for organisations in terms of improvements to employee quality of work life, the quality of products and services, customer service and productivity. Similarly, findings in psychological empowerment research have shown that when employees are experiencing more empowerment, they report less job strain, more job satisfaction, and organizational commitment and are less likely to leave the organisation. Seibert et al. (2004) had used 'autonomy through boundaries', 'team accountability' and 'information sharing' as the three tenets for empowerment climate. Even though their study proved multiple hypotheses on workplace empowerment, it is believed that not only with the theoretical bases for empowerment ring true for this particular study, but expanding on the tenets using Kanter (1993) social-structural perspective, will produce a more comprehensive report on empowerment as perceived by top management.

Having said this, the link structural power has on workplace effectiveness cannot be seen as the only determinant. Psychological empowerment, the second perspective is crucial too. Spreitzer (1995) in her work on workplace empowerment cites Bandura's (1989) model of human agency by suggesting that employees have active perceptions of their working environments and this perception is what they are influenced by rather than the objective reality of the environment in which they work. Judgments are made about organizational conditions and the way this is

interpreted goes beyond demonstrable reality. Therefore, individuals must perceive those environments as liberating and not obliging. Empowerment does not only affect employee attitudes, it also affects their performance and work behaviours (Spreitzer 2005). Social-structural elements frames the ways in which employees understand the situation driving their attitudes and so behaviours. They also attach meaning to social-structural patterns and so these elements are linked to psychological empowerment at individual level. As such, the last two decades have seen Kanter (1993) social-structural perspective and Spreitzer (1995) psychological empowerment perspective merge. The latter is focused on how employees experience empowerment at work questions what employees believe about their role in relation to the organisation.

The psychological perspective endeavours to make sense of the motivations employees have in relation to the work place (Spreitzer 1995). The principles associated with this are:

- *Meaning;*
- *Competence;*
- *Self-determination; and*
- *Impact (Vacharakiat 2008:5)*

Where employees share organizational values, beliefs and behaviours, meaning is said to be created. This is measured by the degree to which employees find their work important and how much they care for what they do. Where they perceive disconnection, discomfort is created, often resulting in disengagement from duties. Meaning is said to create a sense of purpose, stimulating energy and passion in the individual. This is derived from the actual activity or the outcome of an activity. It is the synchronicity felt by the individual between their own personal value systems, beliefs and self-aspirations and those of the organisation. In environments where a great degree of meaning is found, employees feel comfortable engaging in their tasks and working toward their objectives. More than being comfortable in their work role, meaning has the potential to inspire creativity and high levels of satisfaction, the kind that motivates during change and challenges with organisations. Large organisations are complex in that structural form, interactions and demographics differentiate it, impacting on how meaning is created and nurtured.

The second dimension, competence, relates to employees having the confidence to perform their job requirements well. People are empowered this way when no outside forces are able to influence their performance. They have a sense of personal mastery where they perceive they have the ability to meet challenges over and above the tasks they are familiar with. Where perceptions of competence is lacking, people feel paralyzed by the tasks they have to carry out. The result is withdrawal, absenteeism and high turnover (Sprietzer & Quinn 2001).

It is thus clear why employees need to perceive themselves as competent in their jobs as talent retention is important to the success of an organisation or the Provincial Government of the Western Cape as is the case brought forward for this particular study. Span of control describes “the number of people supervised by one manager” (Sprietzer 1996:487). Narrow spans of control often means employees are micro managed or closely monitored. Although the study has not investigated this within Provincial Government of the Western Cape, it must be noted that research has shown that employees working under superiors who micro-manager usually perceive personal incompetence stemming from the lack of trust managers give to individuals skills and abilities in carrying out tasks. When work behaviours are dictated by another, the result is less intrinsic motivation. Similarly, high role ambiguity impacts negatively on feelings of competence. If employees are unsure about what is expected of them and their authority in decision making is not clear, then they will hesitate to act and be more fearful of the repercussions.

Autonomy, the formalized power of discretionary decision-making one has and the third psychological empowerment principle means employees feel in control of their work which is self-determination. It is the degree to which people feel free to decide how they do their work by being given the power to make decisions and take initiatives when changes or improvements need to be made. Employees who are empowered this way tend to perceive their involvement in what they do as intentional rather than feeling pressured by the system they operate in. This is important as those who are able to take ownership in what they do are developing a leadership capacity.

Lastly, employees need to feel they are having an impact on the organisations outcomes or results. The extent to which they believe they influence their surroundings through participation and input into strategic, operational and administrative decision making. If they perceive they are making a difference they become actively engaged in shaping the path and results of the organisation. When employees challenge the status quo the organisation itself is better equipped for change. Change is seen by those empowered this way as a vital part of their role, their mindset is not one of maintenance (Stewart, McNulty, Quinn & Fitzpatrick 2010).

Since 1914, performance appraisal systems have been an integral part of the workplace in both the private and public sectors. With the advent of the Management-By-Objectives (MBO) movement the practice gained universality. In recent times however, this approach has been replaced with a more open and relationship-driven ideology on effective management practice, where two-way communication has become the foundation upon which internal control psychology in the workplace has been given impetus (Deming 2000).

Organisations have attempted to use performance appraisals to motivate employees and have disregarded the fact that its design is primarily that of measuring and rating performance as opposed to improving it. Deming (2000) suggested that it was counterproductive to organisations to assign blame to employees as a consequence of the process as management in most cases are not able to establish whether the variances between individual performance is personal or systemic. He claimed that the workings of the system produced differences in individual performance and not the other way around. Scholtes (1993) proposed that performance appraisals show the variances that exist within the system and can increase that variability.

In addition to this, performance appraisals often focus on the individual and discounts teamwork causing internal conflict among employees who then have to choose which actions would ultimately serve the team and those which would serve their individual standing in terms of performance. Scholtes (1998) points out that teamwork is very important and enormously difficult to sustain. Creating a strong relationship driven environment is what makes highly

productive teams, and so performance appraisals serve to conflict with team productivity. Another element to be considered is the power discrepancy performance appraisals highlight between manager and subordinate which is often linked to salary, advancement and bonus decisions ultimately made by managers. It is suggested that this has a high propensity to enhance inter-employee conflict and competition.

Performance appraisals are seen as an external control mechanism. Employees dislike them because human beings naturally resist external control and managers are believed to dislike them because they often have negative implications for the relationship with their subordinates. Furthermore they affect both appraiser and appraise negatively in terms of the stress they induce on a social-structural as well as physiological level. It cannot be neglected that performance appraisals hinder the development of professional creativity as employees become too focused on objective achievement which is more often than not determined without their participation; and they are generally known to be expensive mechanisms to run (Law 2007).

In addition to this, she builds on four work unit social structural characteristics which are said to facilitate empowerment; they are dimensions of a high involvement system. She hypothesizes that low role ambiguity, working for a boss with a wide span of control, sociopolitical support and access to information, access to resources and a participative unit climate are all necessary in creating a high involvement and thus empowering work context (Spreitzer 1995).

The relationship social-structural principles play is that the nature of a working environment influences and presents various opportunities and limitations for individual feelings of empowerment. Employees that perceive empowerment in all four cognitions show active rather than passive characteristics and positioning toward their role in the team or organisation. This means a high propensity to be satisfied in their jobs, commitment to the organisations, trust in management and positivity toward change. It is not only work climate that facilitates and promotes feelings of empowerment, a critical factor is relationships individuals have with their immediate environments, these include superiors, team dynamics as

well as relationships with external stakeholders. Over time, individuals empowered in turn empower and influence their environments through their behaviours. Research has shown that bureaucratically structured environments create passive rather than active behaviours, where workplace designs that are aligned with empowerment and commitment produce more opportunities (Sprietzer 1996).

Sprietzer et al. (2001), having tested her psychological perspective found that generally, empowered individuals display certain behavioural characteristics. They perceive themselves as effective in their jobs and their co-workers make similar evaluations. They are more satisfied within their job which indicates reduced job-related strain. Concerning leadership, these individuals are transformational, engaging and utilize upward-influence in tasks with superiors. As a result of this they often report contributing to substantive and transformational change when it is required of them. The reason empowered employees are less resistant to change is that they perceive the organisation as an able system when challenges occur. They are thus generally more innovative in their approach and not afraid to try new ways of meeting challenges. Their charisma is generally valued by followers and the result is an increased ability to bring about change.

As highlighted by the Commission on Women's Development, "An analysis of the empowerment process highlights the way in which opportunities to seize power can be used or overlooked as well as the way in which they can change the immediate or wider environment" (Commission on Women's Development 2007:11)

In support of the aforementioned, Sen's (1999) Capability Approach is a framework for theorizing, implementing and evaluating human development in terms of social justice. He postulates that people need capabilities to function. By assessing capabilities we are looking at what claims individuals have on freedoms or opportunities that enable them to choose the lives they have reason to value. Central to the approach is the idea of "agency". It is said that agency is the ability to take action in achieving the goals and objectives individual's value. Without agency one is at a disadvantage. In addition, functioning, agency and well-being are all

influenced by individual circumstances, relationships, social context, political and civil rights and social and economic arrangements (Walker 2006).

It is possible to understand provincial government through the same lens, to see this specific state organisation as a vehicle that has the potential to afford its employees access to the capabilities and freedoms that allow them to pursue the goals they value whether personal or organisational. If one were to consider the conditions, arrangements and relationships that affect senior management's functioning we may be able to tap into those capabilities necessary for them to choose the "life" and pursue the goals they have reason to value. It is then by logical deduction that if we are capacitating organisations with knowledge through analysis of empowerment within that organisation we are enhancing its functioning and so the freedoms of management employed in it.

3.5. South African International And Regional Commitments:

The International Labour Office describes the importance of women holding equal position in decision making roles as a human right. Globally they constitute approximately half the population and so a rights based approach must be taken to afford them equal opportunity and treatment in the workplace. Secondly, discrimination against women in the workplace is a harsh reality and so it a social justice issue. Lastly, the effectiveness of development can be fast-tracked with contributions from women given their creativity and ability to balance the distribution of resources in a progressive manner (United Nations 1995).

International development bodies identify women's empowerment as a key strategy for development. Presented in the Beijing Declaration (section 13) (1995), "Women's empowerment and their full participation on the basis of equality in all spheres of society, including participation in the decision-making process and access to power, are fundamental for the achievement of equality, development and peace"(United Nations Educational, Scientific, and Cultural Organization 1995:2). Indicators proposed at this level however do not consider change in economic and social structures. They disregard collective empowerment

linked to social change, where social change is the substantive transformation in gender equality within the workplace.

The previously mentioned National Policy Framework for Women's Empowerment and Gender Equality adopted by the South African government in the year 2000, is based on its compliance with sub-regional, regional and international agreements and instruments for the advancement of women. These include:

- *"Convention on the Elimination of All Forms of Discrimination against Women (CEDAW);*
- *The Beijing Declaration and its Platform for Action;*
- *AU Heads of State's Solemn Declaration on Gender Equality in Africa;*
- *Optional Protocol to the African Charter on the Human and People's Rights and the Rights of Women in Africa;*
- *SADC Heads of States and Governments' Declaration on Gender Development and its Addendum on the Prevention and Eradication of Violence against Women and Children; and*
- *The UN Millennium Declaration and its Development Goals" (Department of Public Service and Administration 2006:12-13).*

What is generally accepted as an international bill of rights for women, CEDAW was ratified by the South African government in 1995. Article 11 of the convention related directly to women in employment and provides that appropriate processes must be put in place to ensure that men and women enjoy equal rights. It includes:

- *"Right to work;*
- *Right to equal employment opportunities;*
- *Right to free choice of profession, promotion, job security and related benefits and conditions;*
- *Right to vocational training and retraining;*
- *Right to equal remuneration, benefits and treatment regarding work of equal value and evaluation of such work;*
- *Right to social security for retirement, unemployment, sickness, incapacity (disability), redundancy and paid leave; and*
- *Right to health and safety in working conditions particularly in reproduction" (Convention on the Elimination of Discrimination against Women 1979:7).*

During the time of the convention, the Commission on the Status of women organised what would be the Fourth World Conference on Women held in Beijing, China. The theme was “Action for Equality, Development and Peace”, with the purpose to assess changes in the lives of women globally and to keep women as a high priority on the international agenda. The focus on women globally began in 1975 with the first International Women’s Year and the First World Conference on Women which kick-started the United Nations Decade for Women (1976 – 1985). There was recognition during this time that factors directly impacting women and children have a great impact on the development and well-being of nations. In Beijing, delegates from all over the world gathered discussing current trends and the potential the future holds for women internationally. The conference developed a “Platform for Action” which recommended steps to overcome the obstacles faced by women given the periodic analysis and assessments of international developments affecting them. Further commitment to women is seen in the establishment of the United Nations Department for Policy Coordination and Sustainable Development. It is tasked with making sure that the development of economic, social and environmental policy is integrated and done through a gendered lens (United Nations 1995).

3.6. Workplace Equity: An International And National Situational Analysis

The International Labour Organisation defines “decent work” as “...the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families. Decent work means better prospects for personal development and social integration, and freedom for people to express their concerns, organize and participate in the decisions that affect their lives. It entails equality of opportunity and treatment for all women and men...” (International Labour Office 2007:4).

The level at which inequality is experienced by women in the workplace varies from place to place, but the trend exists internationally. The formal labour market has seen an increase in the level of participation by women between 1970 and 1990, however disparities are still prevalent in the wage gap, in seniority, access to benefits and regular full-time work and occupational

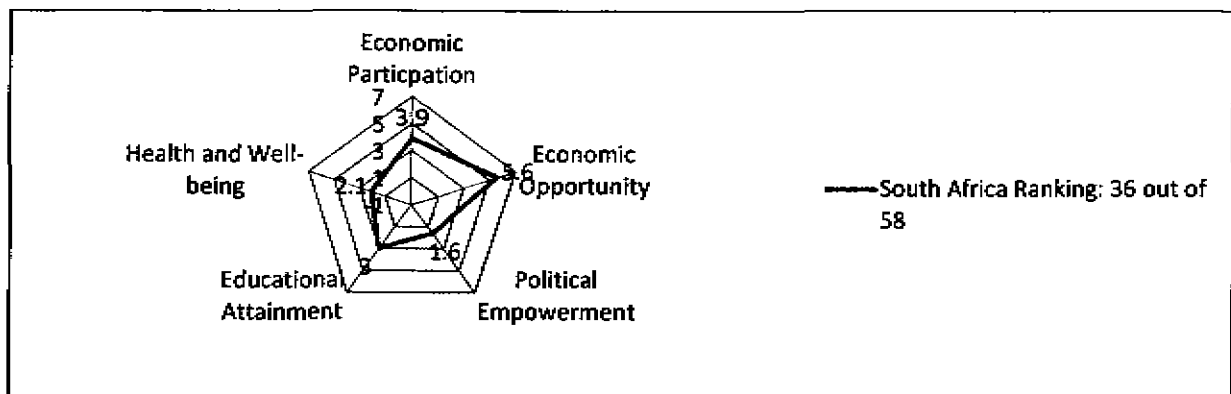
segregation to name a few. Politically, women still constitute the minority at national and international level meaning less influence and decision-making power; however since 1975 the international women's movement has seen a paradigm shift in their dealings with bilateral and multilateral development agencies. The result has been a more people-centered approach to development as well as the ushering in of new gender analysis and planning tools to serve development practitioners across the myriad of challenges on the development agenda (United Nations 1995).

The World Economic Forum explicitly states that, "the advancement of women is an important strategic issue; countries which do not capitalize on the full potential of one half of their societies are misallocating their human resources and compromising their competitive potential" (Lopez-Claros & Zahidi 2005:2). The organisation undertook a study that provided various stakeholders including governments and policy-makers with a benchmarking tool that allowed them to assess the levels of female advancement (gender gap) in 58 countries. Scores are reported on a scale from one to seven with seven being maximum gender equality. South Africa was included in the 2005 study and measured according to five important dimensions based on findings from United Nations Development Fund for Women. These include:

- *Economic Participation;*
- *Economic Opportunity;*
- *Political Empowerment;*
- *Educational Attainment; and*
- *Health and Well-being* (Lopez-Claros et al. 2005:2)

South Africa, in this 2005 gender gap analysis, ranked thirty sixth out of fifty eight countries. Figure 1 is a graphic depiction compiled by the author using statistics provided by Lopez-Claros et al. (2005).

Figure 1: South Africa: Gender Gap Ranking



Source: Adapted from Lopez-Claros et al. 2005.

The analysis shows that South Africa still has significant strides to take in terms of bridging the gender gap in employment. The first dimension, economic participation, relates to the presence of women in the workforce in quantitative terms. It considers the gap between men and women in unemployment rates, levels of economic activity as well as remuneration within the working environment. A ranking of 3.9 out of seven means that emphasis must be placed getting unemployed women into the workforce in order to lower poverty levels as well as raising household income through equitable remuneration for women doing the same amounts of work as men (Lopez-Claros et al. 2005).

South Africa scores highly in the provision of economic opportunities for women. This dimension considers the quality of women's involvement in the workplace beyond their presence as workers. In other words, are women concentrated in poorly paid or unskilled jobs because of a lack of upward mobility and opportunity? The answer according to this particular analysis is that they are to a very small extent. A lack of economic opportunity is commonly a result of negative attitudes and systems where laws and benefits governing employment actually penalize women economically for childbirth and child care in the way that employment is lost and leave concessions are not given. The result is that men are not encouraged to participate or share in family responsibilities (ibid et al. 2005). In South Africa, four months maternity leave without threat of job loss or demotion is legislated in the Basic Conditions of Employment Act, 1997 (Act 75 of 1997). However not legalized is remuneration during this

time. In this way some organisations penalize women economically for childbirth as they are not legally bound. Encouraging though is the newly amended provision of paid family responsibility leave afforded to men and women allowing both to take time off for childbirth etc.

Contrary to the aforementioned score, mobility of women in the workplace is considered a key challenge in South Africa. According to the Department of Public Service and Administration (2006), this needs to be addressed as many women face barriers in entry to management positions and often those at Senior Management Service level find themselves stuck, unable to further develop themselves in leadership positions.

The third dimension, political empowerment, refers to the equitable representation of women in decision making structures that span formal and informal working environments. It also considers the voice women have in the formulation and development of policies which impact society as a whole. According to Lopez-Claros et al. (2005), political empowerment for women on a global level is incredibly low. South Africa's ranking on this dimension reflects global rankings. Women are poorly represented in lower levels of government and fair even poorer at higher levels. Without substantive change in this dimension, women's significant input into local, regional and national priorities is not considered. Given that their life experiences afford them a different awareness of community needs, means that resources are essentially not producing substantive change regarding gender equity within society. Political empowerment is measured by the number of seats women occupy within state structures (Lopez-Claros et al. 2005). As figure 1 shows, South Africa scores the lowest in this dimension meaning the gender gap in this respect is the greatest compared to the other four dimensions. Even though the 1994 elections in South Africa has seen as improvement in the access women have to political power and decision making, the Department of Public Service and Administration (2006) highlights that meeting the needs of female politicians and civil servants means meeting the challenge of a culture shift within political institutions.

Educational attainment, the fourth dimension explored, is a fundamental prerequisite to the advancement of women. Without quality education, comparable with that given to men and boys, women are unable to access well-paid jobs, to advance within those jobs and so are limited in their ability to participate in and be represented in government allowing for political influence (Lopez-Claros et al. 2005). In South Africa, women do have access to a broader scope of job opportunities within the labour market. However this remains a statement in theory as limited access to skills development, education and training means that the new opportunities created are only available to a few. The reality is that women are predominantly found working within casual employment, traditional female occupations and within domestic and agricultural sectors. These positions are mostly low paying with high turnover rates which are highly insecure (Department of Public Service and Administration 2006).

Health and well-being is the fifth and final dimension of women's empowerment and relates to access to nutrition, healthcare, reproductive facilities as well as concerns around safety and integrity of individuals. Physical security and integrity is measured in women's vulnerability to violence in society (Lopez-Claros et al. 2005). Within the working environment, this directly relates to women's experiences of sexual harassment and the structures in place to deal with such i.e. reporting and grievance mechanisms. Other aspects include the access women have to medical insurance and the extent to which designated employers contribute to this access. The healthcare burden women carry in their personal capacity having to provide for dependent's access ultimately reduce their disposable income.

Gender inequality within the workplace is not only a challenge within the developing world. Women in the perceived "first world" also experience discrimination in the working environment. A recent article details that the pay gap in the United Kingdom remains a workplace issue. According to the report, it will take approximately 98 years for the pay gap to close at its current rate. Where women in junior management positions are measuring well against their male counterparts, serious pay gaps are prevalent within senior positions with men earning more than ten thousand pounds per year more than women in the same positions. The study confirmed that women are still bearing large portions of childcare costs

which ultimately reduce their disposable income putting them on an unequal footing with men (Doughty & Barrow 2011).

Similarly, according to Evans (2011), the United States of America (USA), with roughly the same percentage of economically active women as South Africa (46%), it is rare to find great numbers of women in senior positions in the formal sector. Gender stereotyping is considered one of the major barriers to the advancement of women within the work place. This is the case even though studies have proven that female leadership is more inclusive and collaborative, generally drawing on a wider range of expertise in decision making processes. Over and above feminine leadership style bringing diversity and a balanced environment that positively impacts on organizational direction, women make up to eighty five percent of all purchasing decisions. Their development and promotion within the work place directly impacts on the economy as a target market and as leaders to the bottom line because of an acute understanding of consumer patterns (Evans 2011). This is the same principle that underpins the efficacy of the state structure and substantive change in society.

The Convention on the Elimination of Discrimination Against Women, as an active monitoring and evaluation body, has provided the South African government with the following recommendations regarding observations and requested them to,

...ensure equal opportunities for women in the labour market, in accordance with article 11 of the Convention. To this end, the Committee urges the State party to adopt effective measures in the formal labour market to eliminate both horizontal and vertical occupational segregation, narrow and close the wage gap between women and men, and ensure the application of the principle of equal remuneration and equal opportunities at work. The Committee further calls upon the State party to review the relevant legislation under discussion, in particular the Employment Equity Amendment Bill and the Basic Conditions of Employment Amendment Bill with a view to ensuring, in accordance with international standards, that all mothers receive leave with pay, and also to provide effective sanctions and remedies for violation of laws on maternity leave... (CEDAW 2011:8).

Subsequent to the adoption of the Constitution, many of the Women's National Coalition's leadership moved into government departments. One concern for South African women in

employment is that currently the Women's National Coalition occupies only 1 seat at the National Economic Development and Labour Council. Its limited presence in representing the interests of women means little to no effect in women's labour issues (Budlender 2011). Substantive change must be encouraged by South African women themselves. The lack of representivity described above is indicative of political empowerment levels women have in South Africa.

According to the Convention on the Elimination of Discrimination Against Women (2011) the National Gender Machinery has been underfunded by government hindering the progress of gender mainstreaming in the public sector and society as a whole. Where the Commission on Gender Equality is responsible for the promotion, development and attainment of gender equality nationally, the serious lack of funding has compromised its delivery. Since its inception, the Commission has faced internal divisions. High staff turnover and inadequate human resource capacity has left the body ill-equipped to carry out their mandate. This, coupled with general opinion that it needs to be reformed or even combined with the South African Human Rights Commission, leaves little faith in the capability of the body to institute change on gender issues (Budlender 2011).

The Commission on Employment Equity and the Employment Conditions Commission formed by and servicing the Department of Labour, are not representative of the designated groups. This in itself is cause for concern as the existing structures allude to blanket approaches to bridging inequality gaps, where specific groups i.e. women and people with disabilities have very different needs within the workplace. Without adequate representation, individual bias of parties concerned becomes an uncontrollable variable when engaging group specific needs. Its relevancy is thus compromised (Budlender 2011).

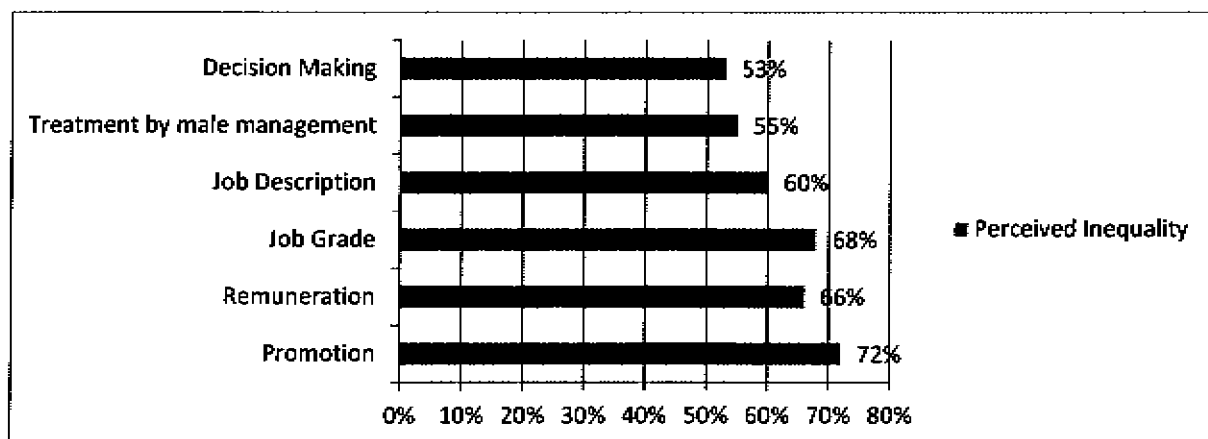
Statistics South Africa Census (2001) found that women make up fifty two percent of the total South African population, of the economically active population, forty six percent are black women. This is a significant pool of human resources from which both public and private sector can draw. To date very little has been done to gather primary data on the latter designated

group. Reddy (2008) details more specifically that there is opportunity in gathering primary data on the extent to which black women feature in the implementation of Broad-Based Black Economic Empowerment.

In a Broad-Based Black Economic Empowerment survey compiled by auditing firm KPMG in 2008, a backward trend was revealed in South Africa's overall scorecard. This primarily due to the impact of the adjusted gender recognition principle (Reddy 2008) which affords businesses extra points where black females are included in the scorecard requirements. Where the elements of Broad-Based Black Economic Empowerment are clear cut and empirically driven, studies have shown that women in South Africa still face discrimination in the workplace.

A participatory study was done by Benjamin (2008) with women in the South African private sector where majority felt that despite the laws in place to prevent discrimination in the workplace, they experienced inequality in pay, job grading, job descriptions, promotions, treatment by male management and involvement in decision-making structures. Graph 1 provides a graphic presentation of the findings from the study.

Graph 1: Inequality In The Workplace: Women's Perspective



Source: Modified from Benjamin (2008).

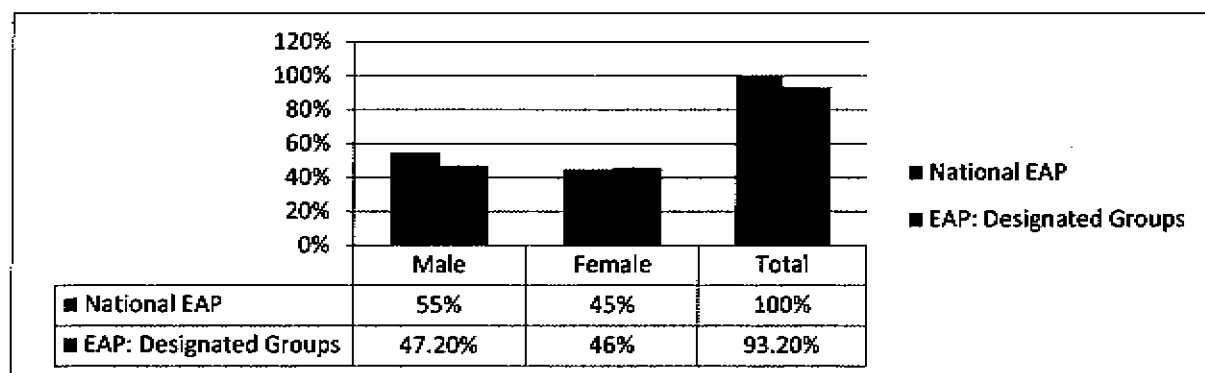
The study revealed that different demographic categories of women experience different barriers at work and that often a "blanket approach" is used to treat issues facing them i.e. maternity leave, which resulted in the disregard of other important concerns. Some of these

inequalities relate to unenforced legislation and some as a result of workers and employers alike being unaware of the rights afforded to them through the relatively solid legislative framework instituted to deal with discrimination in the workplace (Budlender 2011).

In terms of section 33 of the Employment Equity Act, 1998 (Act 55 of 1998), the Commission on Employment Equity is obligated to submit a report on the implementation of employment equity. This report is compiled on submissions from large organisations i.e. 150 employees or more including government at all levels and private entities. Representivity sought by the Act looks primarily at the total Economically Active Population which includes those people employed and unemployed seeking employment and between the ages of 15 and 64 years (Commission on Employment Equity, 2010). National statistics in the Quarterly Labour Force Survey, 3rd Quarter of 2009 revealed the profile of the Economically Active Population to be 55% male and 45% female. Of those 47.2% are black males and 40.5% black females (Statistics South Africa 2009:6).

The author has used statistics from the Commission on Employment Equity Annual Report (2010) to graphically depict statistics on the economically active population in South Africa in Graph 2.

Graph 2: National Gender Split For The Economically Active Population (EAP): South Africa



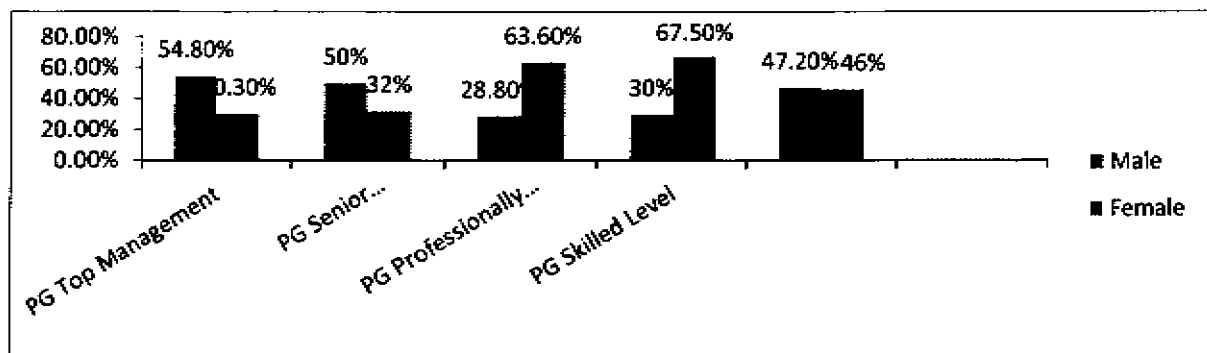
Source: Adapted from the Commission on Employment Equity (2010).

Statistics South Africa (2009) breaks this profile down into provinces. In the Western Cape the Economically Active Population is forty six percent black male and forth five percent black female. To this effect the labour market within the province should be aiming for ninety one

percent total representation within all occupational levels where white women too are included into designated groups as part of the Employment Equity Act, 1998 (Act 55 of 1998). Statistics South Africa analysed the data using the workforce profile in terms of: 1) recruitment, 2) promotion, 3) termination and 4) skills development within the top four occupational levels only, namely; top management, senior management, professionally qualified and skilled levels. They report that nationally, provincial government top management comprises fifty five percent black males and thirty percent black females. At senior management level fifty percent are black males and thirty two percent black females. At the level of professionally qualified within provincial government twenty nine percent are black males and sixty four percent black females. At skilled level, thirty percent are black male and sixty eight percent black female (Statistics South Africa 2009).

Gender segregation in occupation and position is an important indicator of women's labour market choices as is shown in Graph 3. Vertical segregation indicates limitations in occupational hierarchies (Department of Public Service and Administration, 2006). Analysis of national statistics for provincial government shows that women hold "surplus" positions within the professionally qualified and skilled level positions if one considers the forty six percent of economically active females in designated groups as a benchmark for ensuring female representation at this level of government. Top and senior management position shows a "deficit" of approximately eleven percent at each level. The author has provided a graphic representation of statistics provided in the annual report of the Commission on Employment Equity. This indicates occupational segregation at provincial government level in South Africa. Graph 3 graphically presents data sourced and adapted by the author from the Commission on Employment Equity annual report (2010).

Graph 3: Provincial Government (PG) Occupational Level Split By Gender: South Africa



Source: Adapted from the Commission on Employment Equity (2010).

The Commission on Employment Equity (2010) does not offer statistics specific to the Western Cape Provincial Government, nor are these numbers available in any report produced by the province. This study proposes to investigate the representation of women at various occupational levels in order to understand where the gaps are and the potential reasons for those gaps, if any, existing.

According to Bendl & Schmidt (2010), the concept of the “glass ceiling” is a well-known metaphor describing discrimination in the workplace. It describes a transparent barrier that inhibits women and minorities from accessing opportunities to move and grow into more senior management positions within an organisation. They claim that despite recent research suggesting that women are indeed beginning to break through the proverbial “glass ceiling”, they are still under-represented in leadership positions where men continue to advance. Further, those that do manage to secure leadership roles, find their performance is highly likely to receive greater scrutiny. The “glass ceiling” metaphor describes a perceived structural form of discrimination, in other words, organisations are seen to “have” discrimination. The Department of Public Service and Administration (2006) acknowledges that the structural barriers facing women includes training opportunities, circumstantial obstacles relating to family responsibility and negative perceptions in their ability to assume leadership roles. The international development community, in a World report on women in development (1994), identified three causes of women being held back from leadership and decision-making roles.

These include:

- *Entrenched male culture of management;*
- *A continuation of the effects of past discrimination; and*
- *Women's actual and potential contribution to economic management not being recognised (United Nations 1994).*

Formalized mentorship programmes are not often found within organisations, but are important in the fast-tracking of new employee development. Defined as trusted coaches and counselors, willing and capable mentors can alleviate some of the challenges new recruits face when entering an organisation. New employees often face feelings of uncertainty, alienation and intimidation and their ability to overcome these hindrances is often necessary to ensure their successful integration into their positions. Mentorship programmes offer the benefits of experience. Where new employees commence with up to date knowledge and information relevant to the technical aspects of the job, mentors have the ability to fast track the application of their skill set and ultimately productivity. Another advantage to consider is that mentors, if selected and trained adequately, can offer new recruits insight into how to function within their jobs, how to balance their work and personal lives, serving as examples of well-balanced professionals (Altman 2005).

Research conducted among private sector employees has shown that those individuals that have access to a strong network of mentors are more likely to fast-track early in their careers whereas those who don't often find that their careers only advance after they reach middle management level. Mentorship has a number of advantages to an organisation as well as the individual. At individual level a mentor will allow access to both tangible and intangible information that may not be readily available to new employees. Mentors generally have insights into the workings of an organisation that helps new employees make considerable gains in a short space of time. Cultural nuances within an organisation constitute the intangible "know how" when starting in a new position. The power of establishing critical relationships within an organisation is often neglected. In most cases professionals find themselves spending a considerable amount of time focusing on technical skills development within their jobs (Jenkins 2005).

3.6.1. Gender Mainstreaming And The Public Service

The Southern African Development Community Heads of States' Declaration on Gender and Development, to which South Africa is a signatory, set a minimum target for women in decision-making roles. Member states were to achieve thirty percent representation by 2005. In 2003 the South African government committed to the target within the public service. This number increased to fifty percent to align with the 2004 African Union Heads of State' Solemn Declaration on Gender Equality in Africa. Being a signatory to this regional declaration, the South African Cabinet revised the equity target committing to fifty percent representation at Senior Management Service level by 2009. It also backed the development of a Gender and Governance Plan to fast track women's empowerment and gender equality (Department of Public Service and Administration 2006).

By 2006, a year after the committed deadline, the South African public service had met the initial target of 30% representation. Approximately sixty five percent of the professional occupation category is made up of women; however they are concentrated at lower levels. Interestingly, thirty four percent of professional and middle management terminations are women (Department of Public Service and Administration 2006).

As far as government departments are concerned, the Convention on the Elimination of Discrimination Against Women (2011) has noted that many do not have designated gender focal points. This highlights a lack of capacity in the implementation of gender mainstreaming interventions and empowerment programmes within the respective departments. Similarly, the Public Service Commission of South Africa Report (2007) concluded that the gap in the attainment of gender mainstreaming is due to a lack of a clearly defined institutional framework. It goes on to say that the roles and responsibilities of the National Gender Machinery must be clarified and institutions held accountable for success or lack thereof. Gender focal points within government are seen to have gender as additional focus to other responsibilities, playing a more multi-faceted role within the departments. In addition, the low

level in which they are appointed hinders their ability to influence policy development and so cannot ensure gender mainstreaming objectives are achieved.

Empowerment and promotion of women in government departments is limited to such policies and practices that affect all staff and designated groups as a whole. There is no programme specifically addressing the needs of women as a separate group with specific needs and interests (Convention on the Elimination of Discrimination Against Women 2011).

Gender mainstreaming was established in the Beijing Platform for Action in 1995 as a global strategy for the women's empowerment and gender equality. However, the Convention on the Elimination of Discrimination Against Women identified, in Article 4, that a key challenge for South Africa facing the acceleration of equality, is that gender mainstreaming is mostly excluded in departmental planning, monitoring and budgetary processes. The body suggests that a comprehensive and rigorous strategy that not only provides guidelines to inform planning and implementation, but that also incorporates costs of mainstreaming gender into existing departmental budgets, must be developed.

The United Nations Educational, Scientific and Cultural Organisation provides that the overall goal of gender mainstreaming is "to strengthen organisations ability to create the conditions for women and men to enjoy human development and security, free to reach full human potential and participate as equals sharing its wealth and benefits" (Jaliloya 2003:8).

The Department of Public Service and Administration (2006) shares the same goal in their gender mainstreaming strategy adding that men and women need to enjoy equal benefits and the right to development. It has developed several objectives in its sectorial approach to gender mainstreaming. For the purposes of the study, two are brought forward, namely;

- *Analytical reports and recommendations on policy and operational issues within each line function and area of responsibility should take gender differences and disparities fully into account; policy and strategy analytic approaches ensure gender differences and equality are among the factors considered in assessing trends, problems, and possible policy outcomes* (Department of Public Service and Administration 2006:16); [and]

- *Managers take an active role in providing guidance to staff about the objectives and responsibilities of gender mainstreaming, and create a supportive environment for staff to explore issues of gender equality (ibid, 17).*

The Department also highlights the importance of mainstreaming gender into all government departments. They state that the allocation of resources, capacity utilization, development planning and service delivery improvement are key elements of departmental and cluster work in the movement toward result-based programming in the public sector. The mainstreaming of women into these processes is critical to development within government as well as for the citizens served by them (Department of Public Service and Administration 2006).

Laschinger and Finegan (2005) conducted a study on empowerment of nurses in an attempt to devise a strategy that would address a nursing shortage. The theoretical framework used was based on Kanter's (1993) model of organizational empowerment where it suggested that situational contexts and dimensions of the workplace affect employees attitudes and behaviours and the degree to which they have access to social structural components determine their levels of motivation, job satisfaction and organizational commitment. Revealed in the discussion is that empowerment impacts perceptions of fair management practice, how respected employees feel and their degree of trust in management. Greater job satisfaction and organizational commitment is the result which in turn leads to greater belief in organizational values, extra effort being made at work and higher retention. Management trust is seen to be increased through helpful feedback and guidance, the scope to make discretionary decisions and the resources necessary to achieve work goals (Laschinger & Finegan 2005).

The empowerment of women is not only a development priority on the international agenda, but also regionally in Africa and most importantly to the objects of this study, South Africa. Legislatively the equity imperative is well accounted for. However, equity drives by the various sectors, particularly the public sector, impact directly on the equitable manner in which services are delivered to the people of South Africa. There is thus an inextricable link between the internal equity environment as perceived by civil servants and the efficacy of services delivered the public.

3.7. Conclusion

The above literature has shown that South Africa has a relatively capable legislative foundation, and has committed itself internationally and nationally to reduce inequality gaps. The legislative environment is however geared toward “blanket approaches” that serve all designated groups. Key commissions instituted to serve rapid implementation of Broad-Based Black Economic Empowerment are not representative and currently do not serve the state’s de-centralised needs for planning, monitoring and evaluation in this regard. The National Gender Machinery is ill capacitated to engage the issues women are facing in the work place which undermines the gender lens in planning and programming. At provincial government level, departments analyse equity and formulate equity plans based solely on Broad-Based Black Economic Empowerment elements and no legal monitoring provisions are made to standardize and ensure they produce substantive change. Studies have shown that women in employment still face various forms of discrimination which are directly related to their levels empowerment. Little to no research has been conducted on the extent to which women in the top echelons of Provincial Government feel empowered. This study endeavours to provide provincial government departments with a baseline to develop indicators for women’s empowerment with the view to creating substantive change.

4. Chapter Four: Methodology

4.1. Introduction

The following chapter details the study's methodology. It describes the selected research design and how respondents were selected through a sampling process. Further, data collection is examined; along with the tools used, approach taken, the manner in which it was recorded and ultimately analysed. The study's limitations for each of the above mentioned elements are put forward concluding with the researcher's reflexivity on the chosen methodology.

4.2. Research Design

The study was explorative and descriptive. It was unique in the study of senior management empowerment within the Provincial Government of the Western Cape. The methodology chosen was quantitative and completed in a single phase. This was the most fitting design choice as the researcher was able to target a large sample of senior managers with the design using survey tools traditionally associated with quantitative designs. Given that empowerment legislation, policies and strategies currently in place impacts and affects all employees working within government, the research had to reach a wide audience in order to draw significant data on various demographic groups. Relevant conclusions could only be drawn on designated group's perceptions through a large sample. Another advantage of using quantitative methods was the precision and reduced ambiguity of the data. In addition, the researcher was able to explore a greater number of concepts relevant to the study.

Quantitative and qualitative methodologies do not always exist in complete isolation from one another. In this particular study, the quantitative-based survey gathered data on perceptions which are traditionally the space qualitative designs occupy, but does this on a larger scale (Gilbert 2008). Where qualitative methodologies tend to yield more textured and detailed data, focused around understanding experiences, they utilise a smaller sample of respondents and are not necessarily representative. Respondent's answers to questions, or statements as was the case here, were formulated around variables identified, averaged and statistics calculated. It is best described as a numerical description of data (Gilbert 2008). This particular design

provided empirical and comparative data on perceptions of empowerment levels on a greater and more representative sample allowing the researcher to highlight commonalities between respondent demographics and the elements the study intended exploring. The result was a situational baseline of data on senior manager's perceptions of empowerment in the Provincial Government of the Western Cape.

4.3. Sampling

The researcher took a processed approach to the sampling of respondents. The total population was purposively selected as the twelve functional departments within the Provincial Government of the Western Cape. The decision to exclude the Premier's office was made to avoid the potential of a political slant to the data. The twelve departments were of equal "distance" from the political executive, meaning that the survey would be targeted at operational senior management, those responsible for the execution and implementation of strategic planning within the province. In other words, the researcher purposively intended to access the data from operational management. In order to achieve this, the researcher had to gain access to the Corporate Services department situated within the Premiers office. Performing a centralised Human Resources service to all twelve functional departments, they were able to provide the researcher with the correct protocols to follow as well as being able to provide the database of all employees within the Provincial Government of the Western Cape.

Initially the researcher met with the Director of Performance Management to discuss the study intention. In this meeting, it was understood that provincial government categorizes senior management by salary level (13 to 16) as Senior Management Services. Salary level 9 to 12 was understood to comprise middle and junior managers. Given the literature reviewed, the researcher decided that salary levels 9 to 12 would need to be included for the survey to reach a larger and more representative female population. The researcher had labeled the sample by the designations chosen, including salary levels 9 to 12, as senior management. Those that are employed in salary levels 9 to 12 are categorized as "highly skilled supervision". When the initial database was analysed, before job title stratification was conducted, it showed that a total of

302 were employed in the category of senior management services and 12 479 employed in the category of highly skilled supervision. Females constituted 31% of those employed in Senior Management Services and 59% in highly skilled supervision. The job titles chosen to be sampled across all twelve departments were Heads of Departments, Chief Directors, Directors, Deputy Directors and Assistants Directors. Almost all departments had these standardize titles in their hierarchy, so it became the most feasible way to stratify senior managers. Once the job title stratification had been conducted, 277 Senior Management Service employees had been sampled and 1 322 highly skilled supervision employees had been included. Females made up 31% of the final sample of Senior Management Service employees and 41% of the highly skilled supervision. The analysis of representation at departmental level shows that the Provincial Government of the Western Cape had not met their commitment to 50% female representivity at Senior Management Service level, a target set to be reached in 2009. It did however show a greater percentage of females represented in highly skilled supervisory roles. Instructed at this point that authorization was required from the Office of the Director-General, a letter was drafted and sent, detailing the parameters of the study, the supporting institution and the researchers' requirements going forward. Once the authorization was obtained – see Appendix B, the researcher was connected with the Deputy-Director of Monitoring and Evaluation in Corporate Services. It was through this contact that the researcher obtained the full database of employees with the Provincial Government of the Western Cape. The database of employees utilised in the study was last updated on the 23rd of the December 2011. Within the Western Cape Provincial Government there are twelve functional departments, these being:

1. Department of Agriculture;
2. Department of Community Safety;
3. Department of Cultural Affairs and Sport;
4. Western Cape Education Department;
5. Department of Economic Development and Tourism;
6. Provincial Treasury;
7. Department of Health;
8. Department of Human Settlements;

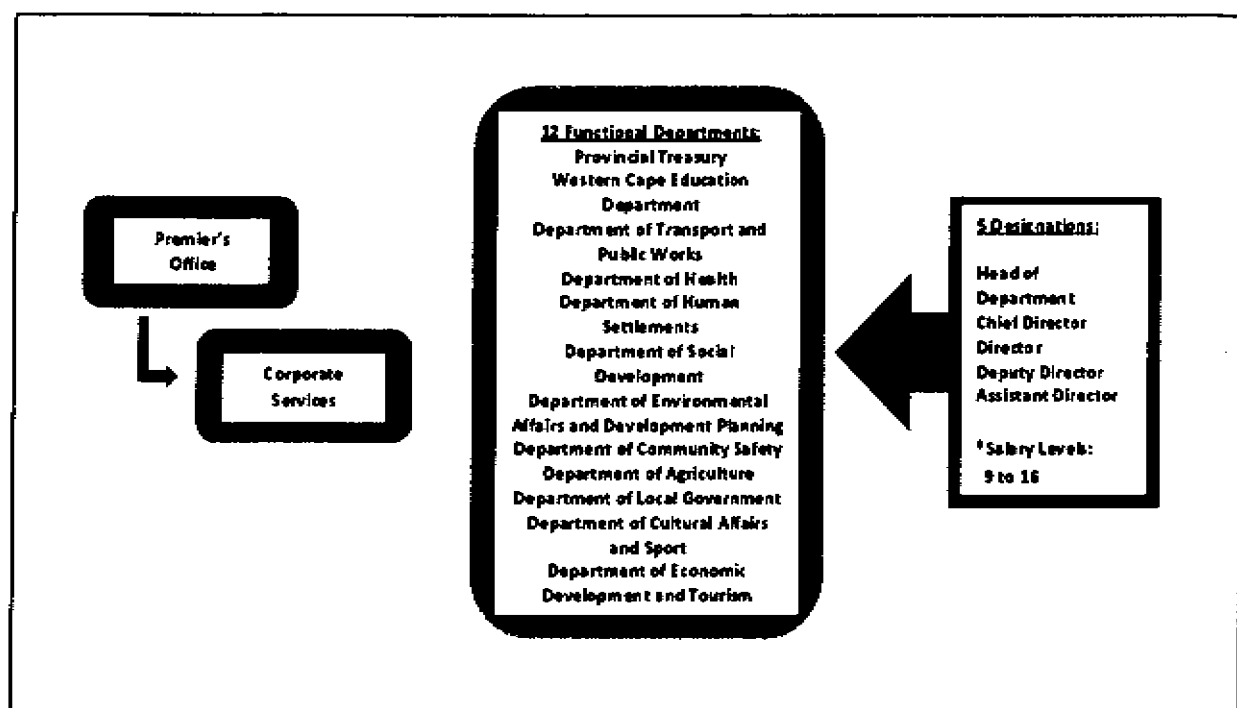
9. Department of Environmental Affairs and Development Planning;
10. Department of Social development;
11. Department of Transport and Public Works; and
12. Department of Local Government.

The researcher utilised a probability, stratified random sampling technique, characteristic of quantitative designs. The total population was the twelve functional departments. The database was then stratified according to five designations with the various departments i.e. Heads of Department, Chief Directors, Directors, Deputy Directors and Assistant Directors. The sampling strategy aimed to isolate those employees according to specific criteria. Each respondent had to be responsible for the delivery of strategic departmental goals, each designation needed to act in a management capacity, be responsible for a staff compliment and accountable to deliverables that impacted on the services received by the people of the Western Cape. This meant that certain specialist staff, falling within these salary levels, was not included in the study.

All departments, barring two, had the standardized designations, chosen for stratification, in their structures and all fitted the criteria identified by the researcher as pertinent to the study. In those departments that had not shifted to the standardized designations, the researcher met with the Corporate Services representatives in each department and made sure that the salary level was used as the initial stratification and then respondents were sampled based on the criteria set. The initial database provided was split by department, job title, race, gender, and salary level allowing for a totally representative and random sampling process to take place. This sampling technique ensured the study had the highest probability. Each person within the designations chosen had equal opportunity to participate in the study and given access to the online link via email. The sampling technique considered the homogenous nature of the population and made sure each sampling unit was given equal representation (De Vos 2005).

The total sample or population was 1 622 senior managers. In Figure 2 the author provides an illustration of the population chosen and stratification in the sampling process.

Figure 2: Population And Stratification



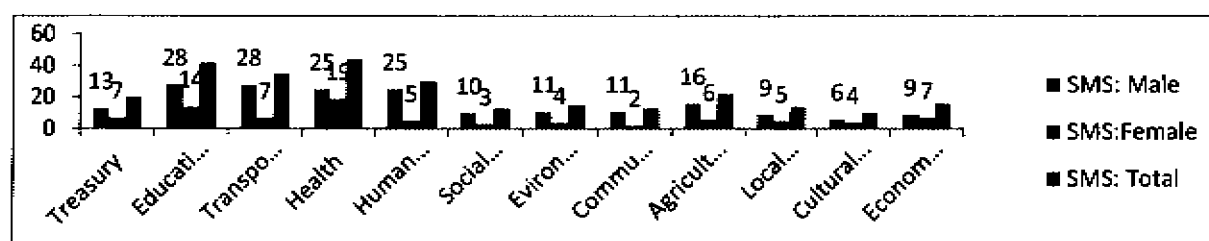
Once the sampling had been completed, the researcher needed to gain access to the electronic mail (E-mail) addresses of the respondents. Based in the Corporate Services offices, the researcher extracted the addresses off the internal e-mailing programme and then manually added them to the filtered database for each of the sampled respondents. Quality control checks were done with the Corporate Service representative in each department ensuring the e-mail addresses taken off the internal electronic mailing system aligned with the names of the sampled respondents.

A contrast of female representation at the Senior Management Services level is seen in comparing Table 1 with Graph 4 figures. In Graph 4, the percentages of females in Senior Management Service positions are lower than the total percentage of female representation at department level. This indicates that commitments by National Government and so the Provincial Government of the Western Cape to achieve 50% representivity by 2009 have not been met giving even greater purpose to the study.

Table 1: Total Sample Split By Department And Gender

Department	Count	Percentage	Total
Provincial Treasury	85	48%	93
Education	57	34%	111
Transport and Public Works	69	23%	232
Health	191	52%	179
Human Settlements	36	32%	77
Social Development	16	30%	38
Environmental Affairs and Development Planning	15	41%	21
Community Safety	18	26%	52
Agriculture	37	40%	55
Local Government	44	54%	38
Cultural Affairs and Sport	26	41%	37
Economic Development and Tourism	50	53%	45

Graph 4: Total Sample Senior Management Services (SMS) by Department and Gender



4.4. Data Collection

4.4.1. Data Collection Tool

The researcher utilised a quantitative survey questionnaire as a tool to collect the data. The survey questionnaire allowed the respondents to give their input individually, without influence from the researcher or other respondents as is the case with qualitative research. It promoted the respondents' honest reflection on empowerment. The most appropriate channel to send the survey was electronically. The researcher chose a web-based survey tool for easy data collection because anyone with internet access can participate. The sampling is thus affected in that the tool needed to be accessible. The researcher ensured that all respondents would have access to e-mail and given that it was a communication medium most frequently used by the respondents, they were highly likely to receive the survey link immediately. Respondents could also complete the questionnaire in their own time and in a private setting ensuring confidentiality.

According to Sheehan (2001), sending surveys electronically was better than posting in the way that response rates were improved, the surveys were completed and returned in a shorter time and the overall cost to the researcher was reduced by 5 to 20%. As a result the greater the sample size the more cost effective the study. Web-based surveys also allowed the researcher to track response rates, timing and data more accurately. In addition, it meant that the researcher was able to have more control over the receipt of the survey (Sheehan 2001). Where e-mail addresses were incorrect a notification was returned, the address corrected and the survey re-sent. Moreover, where the respondent was not available, the "out-of-office" notification would be sent back and as a result, the survey link was re-sent when they returned to office.

There were however disadvantages in surveying. Where respondents had been "over-surveyed" they may have perceived that their participation was not particularly important and so their attitude toward the survey may not have been very positive. Survey length also had the potential to reduce the response rate. The longer the survey the less likely it was for a respondent to complete the survey as they lost interest or was constrained by time and thus unable. In fact, business-oriented studies, as was the case in this study, had shown that survey length was one of the main reasons for non-response error (Sheehan 2001). The web-survey programme used recorded 176 incomplete surveys. Approximately 10% of all 176 respondents answered the last question of the survey indicating that time or interest may have been an issue for respondents. The survey comprised 115 questions. Previous research had shown that the response rate one should expect for a survey of 94 questions is 10% (Sheehan 2001). This proved that the response rate of 17% yielded by the study is significantly greater than what was anticipated.

The questionnaire was split into two parts. Initially it asked for important demographic information about each respondent - see Appendix C. All responses in this section of the survey were required i.e. the respondent was not able to submit a completed questionnaire without completing all demographic fields. The reason for its prioritization was that the demographic

information became control elements in the analysis of the data. It allowed the researcher to make critical comparisons between gender, job title and race etc.

The second section of the survey focused on and was constructed around the eight elements of empowerment linked to the theoretical premise upon which the study was based. These included four psychological empowerment pillars (meaning, competence, self-determination, and impact) and four social-structural empowerment principles (access to resources, access to information, opportunity to learn and grow and access to support). A 5 point Likert Scale was chosen as the format in which the second section of the questionnaire was structured. The survey was completed by the respondents through selecting one of five tick boxes that most represented their perceptions of empowerment. This was done for each statement series under all eight empowerment principles. The idea was to accurately measure how they perceived each statement. The 5 point Likert scale offered respondents the following options, 1) strongly agree, 2) agree, 3) neutral, 4) disagree) and 5) strongly disagree. Respondents were allowed to select only one option out of the five given and all line items in the survey required a response.

4.4.2. Data Collection Approach

Given the sample size, the distance of the researcher from the sample and the drive to achieve representivity and a valid dataset, the researcher felt a processed approach had to be taken in the collection of data. The researcher understood that the first step would be to get “buy-in” from the Corporate Service representatives at departmental level. The meetings scheduled with these individuals proved invaluable as the researcher had the opportunity to quality control the database as well as give impetus to the study by informing the representative of the study intention. In this way they were given the opportunity to be involved in the study. The researcher also required that they connect with the sample within the respective departments and remind them of the importance of their participation at a later stage.

The second step taken was intended to ensure that the survey was tested. A total of five “test surveys” were sent out to allow the researcher to troubleshoot any problems with the web-survey programme used. No problems were detected at this stage. The third step in the data

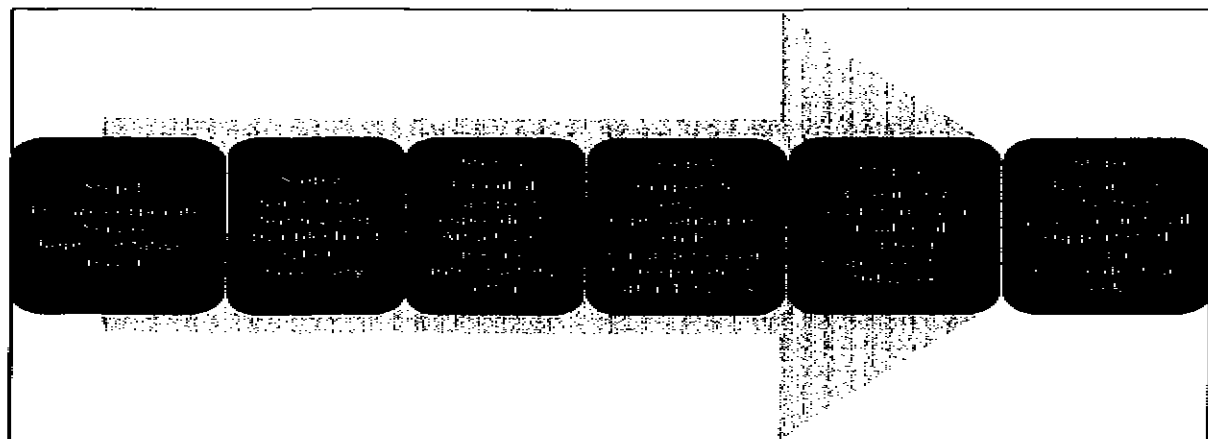
collection process was to e-mail the full, quality controlled database of respondents. Once the database had been finalized, the researcher included in the e-mail the authorization received from the Premier's office to conduct the study as well as the URL/hyperlink to the online survey. Respondents who clicked on the link were informed of the study objectives, potential benefits of their participation and the ethical considerations pertinent to the study i.e. voluntary participation, confidentiality and avoidance of harm through access to the researcher.

The fourth step was to remind the respondents of the importance of their participation through a letter intended to boost the response rate. The Corporate Service representatives were tasked with the first reminder because the researcher perceived that the respondents would be more inclined to participate given the existing relationship. They also served as back-up points of contact for the study in each of the departments. Informed to an appropriate level of understanding, they were able to shed light on any queries the respondents had regarding the study. This was in addition to the researcher, whose details were provided in the letter attached to the survey.

The fifth step was carried out in the third week and its purpose was much of what step four was meant to achieve. The researcher sent out a personal reminder to all of the sampled respondents encouraging them to participate. Follow up contact had been shown to boost the response rate in web-surveys by 25% (Sheehan 2001). The rate was continuously tracked, and the researcher found that step four had done little to show any dramatic increase; however the number of responses grew by approximately 100 after the second reminder. Respondents were given a full five weeks in which to participate in the study. Constrained by time as well as a dramatic decline in the number of responses in the last week, the researcher decided to close the survey.

The final step was to thank the support staff in Corporate Services for facilitating and supporting the research process and the respondents for taking an interest and participating in the study. The researcher carried out the sixth step at the end of the fifth week. The author has provided a graphic presentation of the data collection process in Figure 3.

Figure 3: Data Collection Approach



The Corporate Services Department was the main contact for the researcher in gaining access to the database of respondents. The initial database did not include any email addresses, only surnames and initials of employees were given. The researcher had to manually extract each e-mail address off the Provincial Government internal electronic mailing (e-mail) system. This process took a significant amount of time. Similarly, the researcher experienced difficulty in isolating e-mail addresses where the internal e-mailing system produced multiple addresses for common surnames. Quality control measures had to be put in place to make sure the database remained reliable and consistent with the sampling strategy. Meetings were set up with the Corporate Services representatives all twelve departments. Each sampled respondent surname was confirmed to match the job title, salary level and e-mail address on the database and changes were made where applicable. Finalizing the database to the researchers' quality standard took approximately 6 months to secure.

4.4.3. Data Recording Apparatus

The data recording apparatus identified as most appropriate for the purposes of the study was a web-based survey mechanism called Survey-Gizmo as the population of respondents sampled was highly likely to have internet access given their employee status. The alternative apparatus would have been a paper-based survey, which would not only have increased the researcher's costs in printing, sending and collecting the "hard" data, but also held greater risk of being misplaced by respondents. Paper-based surveys are also a lot more cumbersome and difficult

to analyse once completed and collected. This is particularly true in instances where samples are as large as was the case in this study.

The structured questionnaire was manually input into the identified web-based surveying programme (Survey-Gizmo) which allowed the researcher to test the questionnaire once uploaded. This was significant in that troubleshooting could be done before the survey was sent out. It also allowed for a diagnostics test to be run giving the researcher a break-down of how long the respondents should take to complete the survey as well as levels of complexity, fatigue and accessibility – see Table 2.

Table 2: Survey Gizmo Diagnostic Test

Estimated Length	14 Minutes
Complexity	OK
Fatigue Score	OK
Accessibility	OK

Survey-Gizmo remained open to respondents for a period of five weeks. During this time, respondents had 24 hour access to the survey allowing each to respond during and after working hours. Once the questionnaire had been completed, the respondent was required to click the “submit” button at the end of the survey which ensured that the completed questionnaire was uploaded and saved into the data collecting programme which in turn collated all the data. Only completed surveys were utilised in the analysis and any respondent who had failed to complete the questionnaire was not included in the final analysis. Once completed by respondents, all data submitted was administered and collated by the programme using SPSS and Microsoft Excel.

4.6.5. Data Analysis

Once all respondents completed the survey, the data was collated and exported from the programme. It provided the researcher with low level description of key trends found in the data submitted. Further to this, where the researcher required additional comparison, the same raw data set was exported into Microsoft Excel as well as SPSS data analysis software to enable a more rigorous correlation and analysis of data. Where the programme was able to

isolate general trends, more comprehensive analysis was required to highlight key results in line with the theoretical framework used in the study. The researcher compiled and presented a descriptive analysis of the data using the chosen principles of empowerment, demographic data and supporting literature.

4.6. Limitations

4.6.1. Research Design

Quantitative designs average responses neglecting the textured detail that qualitative designs produce. Where averages were given, the myriad of reasons behind the perceptions identified, were not attained. The study was conducted in a single phase. The empirical data produced is however significant in that it formed a crucial base from which a secondary, qualitatively designed phase should be carried out. Quantitative designs have the potential to overlook certain crucial factors therefore data may be skewed. Fortunately, the study utilised empowerment theory that had been tested and validated in previous research. The principles of both theories served as a guide for the researcher in the study.

4.6.2. Sampling

The researcher purposively selected the total population as the twelve functional departments of the Provincial Government of the Western Cape. This meant that the Premier's office was excluded from the study. This was done to avoid a political slant to the data; however it excluded a significant number of employees in senior management positions. The sample reach was thus limited to those who were responsible for operational directives at departmental level. For example, the Corporate Services department, recently established to centralise the Human Resource function for the Provincial Government of the Western Cape, fell under the auspices of the Premier's office and was therefore excluded from the sample.

The sampling method utilized considered five designations at departmental level. Where the aim was to target the study at senior management level, many specialists and lower level positions were excluded. One of the main reasons for their exclusion was that most were not

office-based which meant that their access to the internet, and so the survey, was unlikely. When considering the stratification levels, the researcher was limited by the number of Provincial Government employee's with internet access. After discussing employee access with the Director of Performance Management, the researcher concluded that the most accessible and viable sample group of senior management was the five designations chosen. The population selected at this level became the sample. Moreover, the researcher wanted to focus on high accountability positions because of their influence on service delivery. The five designations chosen all have subordinates and it was generally understood that those occupying leadership positions, in any organisation, were considered to set the tone and precedent for empowerment in their environments.

4.6.3. Data Collection Tool

The first section of the structured questionnaire comprised the demographic profiling of respondents. Once the survey was sent out to the entire sample, the researcher received inquiries into why certain elements were required given their sensitive nature i.e. race group. It was unknown how many respondents had a problem with the "race" question and/or any of the other questions "required" in the first section.

The total number of partial responses upon closing the survey was 176. These were respondents who started the survey, but never completed it. The reasons for this number being as high as it was, was unknown, but there were multiple possibilities. The first was the sensitive nature of the questions asked. Secondly, the survey may have been too long for some respondents. Even though the online programme used estimated a completion time of fourteen minutes, some respondents fed back that it took double that amount of time. In a study targeting senior management, time was a limitation in that the researcher had to make sure a comprehensive and valid questionnaire was developed while balancing the time that it would take a seemingly time-pressed sample to complete it. Thirdly, the statements had to be relevant to the respondent. The researcher understood at the onset that the Corporate Services Department, in their own capacity, conducted similar research in the very departments the

study targeted. That meant that the questions asked in the study had to “stand out” and be seen as valuable to the sample in order to maintain their interest levels to the end of the survey. Fourthly, the language used to construct the statements may have used vocabulary the respondents couldn’t understand making the questionnaire inaccessible.

The 5 point Likert scale, the second section and the body of the survey, was formulated around the theoretical premise upon which the study was based. The researcher used only the principles of the theory constructing an original questionnaire. The limitation in using new questionnaires was that there was uncertainty in producing a survey that yielded a balanced dataset and/or asked the most relevant questions. The researcher had to guard against data being skewed. Cognisant of this, steps were taken to link the empowerment principles and replicate certain statements in different ways, placing them under different principles as a quality control measure. This allowed the research to pick up on inconsistencies in the responses.

4.6.4. Data Collection Approach

Respondents were e-mailed the letter of authorization from the Premier’s office, a motivation to participate as well as the link to the survey. The researcher received feedback from some respondents requiring more information as to what the study was about and what it would be used for. On addition, some were not sure how to access the survey. The researcher replied to each and every inquiry, but it was uncertain as to how many respondents had a problem understanding the surveys relevance to them or how many did not know how to access the survey through the URL link provided. One could deduce that the motivation letter was not sufficient in explaining the parameters of the survey or that the researcher did not explain the procedure to access the comprehensively enough.

Although the researcher tried to solicit the assistance of the Corporate Services representatives in the various departments to remind respondents of the importance of their participation in the study, it was uncertain whether or not this was done. The researcher monitored the increase in the response rate weekly. There was no major increase in the response rate after

the representatives were intended to send the reminder. The researcher decided that a personal reminder would need to be sent. This took place three weeks into the survey being sent out, after which the response rate grew by approximately 100 responses.

Some respondents fed back that the programme faltered while they were completing the survey highlighting a serious technical limitation. The researcher checked the programme, but found no fault and was therefore unable to make an accurate assessment on the issue. As previously mentioned, there were 176 partial/incomplete responses. The reasons for this high number were uncertain, but given the aforementioned feedback, one could ascertain that the programme became a limitation to the response rate. There was little control over the process once questionnaires had been sent out, but given that the study targeted senior management with a large workload and responsibility, the researcher had to be flexible with the amount of time allocated to respondents. Respondents had five weeks in which to complete the survey and the timeframe was extended by a week because the response rate was very low in the fourth.

4.6.5. Data Analysis

Data analysis was critical to producing reliable findings. The researcher intended for the relevant stakeholders to be able to utilise the findings, so the analysis was conducted in a systematic and comprehensive way. The study yielded a substantial amount of data, all of which could not be included in the analysis which posed a limitation. The researcher however had framed the investigation around the theoretical principles and substantiated claims and key findings with further theory and current situational examples found in the South African context and included designated groups i.e. females in Senior Management Services, the disabled and all females into the analysis as the three most important groups in the analysis.

4.6.6. Reflexivity

The reflection on the research process left the researcher in a comfortable space. The study posed a number of concerns i.e. inadequate construction of the questionnaire, low response

rate, insufficient information to conduct a comprehensive analysis. Even though the sampling strategy proved to be a time consuming exercise, assistance was provided by the Corporate Services staff and the integrity of the methodology was maintained. The data collection web-based programme chosen was the most accessible for the selected sample and the simplest way for the researcher to collect and analyse the data. The researcher was able to put measures in place to control the quality of database and increase response rates which proved to be higher than anticipated.

Quantitative studies of this nature have the potential to overlook and sometimes misrepresent data given by the respondents. The data analysis was critical in producing impactful findings. The project not only sought to assist departmental heads understanding how the empowerment principles impact on policy and delivery, but also endeavored to expand the findings through a gender lens that would inform empowerment planning. Therefore the main concern was producing a comprehensive analysis as a foundation for substantive change.

4.7. Conclusion

Chapter four detailed the “how” of the study. It has shown the reader the processes followed to ensure the smooth running of the study as well as the measures taken to produce a valid and reliable dataset. The study was not without limitations, however the researcher has shown that adequate steps were taken to make sure these were minimised, and that the margin for error was significantly reduced where possible. The chapter ended with the researcher’s reflection on the methodology.

Presented in the next chapter is the product of the study. The data generated is now delivered in a manner that considers the theoretical perspective used as well as contextual factors relevant to the topic.

5. Chapter Five: Research Findings

5.1. Introduction

This chapter presents the findings from the primary data collected in the study. It begins with a descriptive analysis of the demographic profile of participants and continues with an examination on the social structural and psychological empowerment principles used as a framework in the study. Key themes relevant to the study were brought forward and the data explored by aligning the demographic profile data and current literature on the various elements connected with the empowerment principles.

5.2. Demographic Profile of Respondents

A total of 1 622 respondents were sampled in the study, 281 chose to participate and complete the survey, producing a 17.3% response rate. Forty seven Senior Managers, as per the Provincial Government of the Western Cape's categorization, participated which was 17% of the total responding sample. The researcher had selected to explore the data retrieved across three groups within the sample which were critical in meeting the objectives of the study; they included:

- All female participants;
- Participating females in Senior Management Services; and
- All Disabled participants.

5.2.1. Personal Data

The ages of participating senior managers range from 33 to 51 years. African females were, on average, youngest at 33. Second were Indian females at an average age of 40 years and Coloured females at 41 years. African males were 42 years on average while Coloured males and White females shared an average age of 44 years. White males were the oldest at 51 years average age. Females in Senior Management Services were aged between 36 and 59 years and males between 39 and 64 years.

Designated Coloured race groups formed the greatest percentage of all participants, followed by 35% of the total participating sample designated as White. Africans formed 12% of all participants and designated Indians, 3% - see Table 3. A total of thirty males and seventeen females in the Senior Management Service category participated in the study. By race, seven Coloured, two Indian and eight White females participated; six African, nine Coloured and fifteen White males participated.

The population of 1 622 senior managers consisted of 40% females and 60% males. Out of the 281 participants, 129 were female and 152 were male. The researcher provides a numerical depiction of the number of participants by race and gender in Table 3. Of the gender percentages participating, only 6.2% more females responded than represented in the total sample distribution. The response rate by gender had thus remained highly representative of the total sample. Similarly, by race and gender, 9.5% more African females, 6% more Coloured females and 6.6% more Indian females participated than represented in the total sample. White females responded at 0.4% less than their represented percentage in the total sample. This could indicate a greater interest in empowerment from African, Coloured and Indian females working at senior management level. Even though no Indian males responded in the study, the other race groups show high representivity in their participation. African males participated at 0.9% higher, Coloured males at 0.7% and White males at 5.5% higher than their demographic split by race in the total sample distribution. In this way the study has produced a highly representative response rate by gender and race.

Table 3: Participation By Race And Gender

African	11	8.5%
Coloured	71	55%
Indian	9	6.9%
White	38	29.4%
African	23	15.1%
Coloured	67	44%
Indian	0	0%
White	60	39.5%
Other	2	1.3%

The researcher gave the respondents four options to choose from when selecting their home language. These were:

- English;
- Afrikaans;
- African Language; and
- Other.

The greatest percentage of respondents, 51%, selected English as their home language. Afrikaans was spoken by 37% of participating respondents and 11% spoke an African language as their mother tongue. The home language with the highest percentage by department is depicted in Table 4.

Table 4: Home Language With Highest Representation By Department

	34%	45%	21%
	41%	36%	18%
	79%	21%	0%
	27%	46%	27%
	75%	24%	1%
	50%	33%	17%
	50%	41%	9%
	66%	28%	6%
	33%	60%	7%
	40%	40%	20%
	50%	50%	0%
	56%	32%	10%

Most participating females from Senior Management Services (82%) selected English as their home language, the remainder selected Afrikaans. Of the males in this category, 57% selected Afrikaans as a home language, 27% selected English and the remainder an African language.

The total sample showed 63% of respondents being married, 9% divorced, 1% widowed and 26% single – see Table 5. By gender 74% of all males participating were married, 6% were divorced and 20% single. Fifty percent of all females were married, 13% divorced, 3% widowed and 34% were single. Of those in Senior Management Services, 90% of males were married and 10% were single. Only 53% of all females in Senior Management Services were married, 35% were single and 6% were both widowed and divorced.

Table 5: Marital Status Of All Participants By Race

	34%	3%	None	44%
	63%	9%	7%	27%
	67%	None	11%	22%
	66%	27%	2%	19

Overall, African participants indicated they had the greatest burden of responsibility in their personal lives with an average of 2.5 dependents. Second were Coloured participants with an average of 1.6 children, Indians with 1.5 and lastly White participants with 1.4 dependent averages. The researcher calculated the dependency by gender and found that African males have the most at an average at 3. Table 6 is a presentation of the dependency split by gender.

Table 6: Average Dependents By Race And Gender

	3	1.3
	2	1.2
	No Value	1.5
	1.6	1.1

5.2.2. Disability

The percentage representation of the disabled in the total sample is 1% and of that females make up 31%. There were 22 disabled persons in the total sample. They occupied positions in 10 of 12 Provincial Government departments. The Department of Human Settlements and the Department of Social Development were the only two departments that did not have representation of disabled persons in the sample. By race, 55% were Coloured, 36% were White and an equal percentage of 4.5% were represented between Africans and Indians.

The responding disabled amount to 5 (N3) out of the 281 respondents. This is 2% of the total participating respondents. Of those that participated, 60% were female and 40% male. They represent the Western Cape Education Department, Department of Health, Transport and Public Works, Agriculture and Local Government. By race, 80% are Coloured and 20% White and all were aged between 40 and 53 years. Three held post graduate degrees and two held diplomas as the highest level of education achieved.

Table 7 presents the job titles and salary levels held by disabled persons participating in the study. This showed that disabled persons were paid appropriate salaries for the positions they held. Representivity in participating Senior Management Service of disabled persons was only one designated Coloured female.

Table 7: Salary Level And Job Title Of Disabled Participants

	1	13
	1	11
	3	10 and 09

5.2.3. Provincial Departments

A high level of representivity was achieved by department as reflected in Table 8. The researcher calculated the number of sampled respondents by department. The last column on the right indicates the percentage each department made up of the total sample. The researcher then calculated the total number of respondents participating by department, and found that comparatively, the percentage participation was very close to if not equal to departmental representation in the total sample.

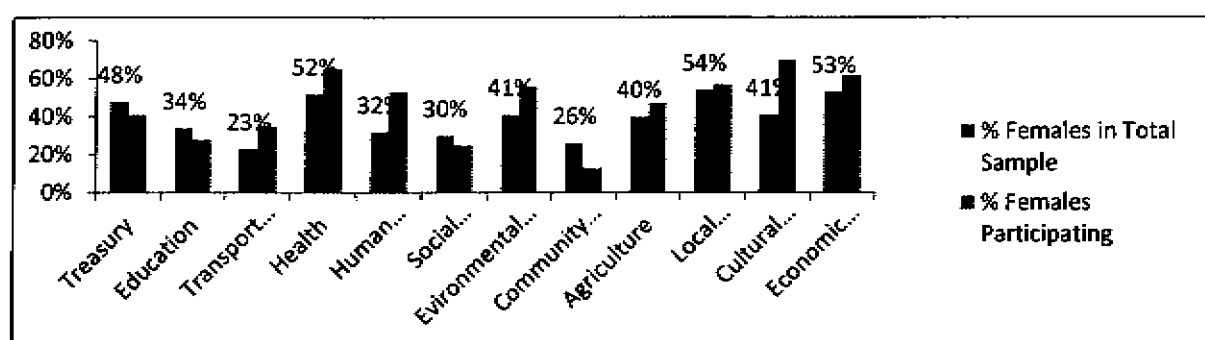
An analysis of the sample by department found unequal representation of females in most departments. The percentage of women by department fluctuated with the greatest representation of females in the Department of Local Government (54%) and the lowest in the Department of Transport and Public Works with 23% representivity. However, Graph 5 shows that in most departments, a greater percentage of women were interested in participating in the study than were represented in the total sample perhaps indicating a higher level of concern by women around empowerment in the workplace. The following departments had greater female participation rates:

- Department of Transport and Public Works;
- Department of Health;
- Department of Human Settlements;
- Department of Environmental Affairs and Development Planning;
- Department of Agriculture;
- Department of Local Government;
- Department of Cultural Affairs and Sport; and
- Department of Economic Development and Tourism.

Table 8: Comparing Department Sample % To Departmental Participation %

Department	Gender	Sample %	Departmental Participation %	Comparison
Western Cape Education Department		8		
	Male	21	10.3%	10.3%
Provincial Treasury		9		
	Male	13	7.8%	10.9%
Department of Local Government		8		
	Male	6	4.9%	5%
Department of Community Safety		2		
	Male	13	5.3%	4%
Department of Human Settlements		9		
	Male	8	6%	7%
Department of Social Development		3		
	Male	9	4.3%	3%
Department of Transport and Public works		16		
	Male	30	16.3%	18.5%
Department of Economic Development and Tourism		18		
	Male	11	10.3%	6%
Department of Agriculture		7		
	Male	8	5.3%	6%
Department of Cultural Affairs and Sport		3		
	Male	7	3.5%	4%
Department of Environmental Affairs and Development Planning		5		
	Male	4	3.2%	2%
Department of Health		41		
	Male	22	22.4%	22.8%

Graph 5: Comparing % Females By Department In Total Sample To Total Participating



5.2.4. Salary Level And Job Title

In the various departments the job titles that matched their salary levels were generally Directors and above. In the total sample, females who received salaries in these brackets were calculated at only 13% of all females sampled. The researcher made the decision to broaden

the scope of senior managers so that more females would be included in the sample by expanding the salary levels to include 9 to 12. Additionally, respondents had to manage a staff complement and be accountable in terms of operationalizing the strategic objectives of the department. All three criteria had to be met in order for the individual to be sampled. If the researcher had chosen to select all employees earning between salary levels 13 and 16, the sample may have included more females. However, the remaining criteria, critical to the study, would not have been met i.e. staff management.

The comparison of employee occupation by gender detailed in Table 9 was based on the researcher's engagement with the Director of Performance Management who claimed Assistant Directors received salary levels 9 and 10, Deputy Directors, 11 and 12, Directors, 13 and Chief Directors, salary level 14. Ideally the percentages of those holding the job titles should equally compare to the percentages falling into the supporting salary levels. This held true at Chief Director and Director levels.

Table 9: Participation Percentage by Gender Split By Job Title and Salary Level

47%	Assistant Director	33%
51%	9 and 10	36%
35%	Deputy Director	39%
36%	11 and 12	45%
9%	Director	14%
9%	13	15%
4%	Chief Director	3%
4%	14	3%

The author illustrates in Table 10 the participation by gender and job title. The percentage of females in Senior Management Services, as categorized by the Provincial Government of the Western Cape, was 13%, representative of females in the total sample. The researcher provided the respondents with the option of selecting "other" as not all departments had converted completely to the standardized job title categorization as was used in the final stratification. In such cases, to ensure the validity of the sampling, respondents were required to meet senior management criteria. The following was found:

Table 10: Participation By Job Title And Gender

	Head of Department	0
	Chief Director	5
	Director	12
	Deputy Director	45
	Assistant Director	61
	OTHER	6
	Head of Department	2
	Chief Director	5
	Director	22
	Deputy Director	59
	Assistant Director	50
	OTHER	14

At Assistant Director and Deputy Director levels, there was a discrepancy in the numbers. There were more males earning between salary levels 9 and 12 than were indicated holding the job titles of Assistant Director or Deputy Director. The same held true for females in Assistant Director positions. There were 20 respondents who selected the “other” category. Nine of these respondents fell into salary levels 9 and 10, ten into salary levels 11 to 12 and one respondent received a salary at level 16. In Table 11, respondents are depicted by salary level and gender. Of the female respondents in the Senior Management Service category, five were Chief Directors and eleven were Directors. The outstanding female opted to select “other” as her job title. Two male Heads of Department participated, five Chief Directors, twenty two Directors and one Assistant Director which may have been an error selection as is illustrated in Table 12.

Table 11: Participation By Salary Level And Gender

	Female	1
	Male	1
	Female	0
	Male	1
	Female	5
	Male	5
	Female	11
	Male	23
	Female	17
	Male	28
	Female	29
	Male	40
	Female	10
	Male	11
	Female	56
	Male	43

Table 12: Respondents By Job Title And Department

	1	2	3	4	5
Western Cape Education Department	1	6	10	12	0
Provincial Treasury	0	2	10	10	0
Department of Local Government	0	1	5	8	0
Department of Community Safety	2	4	6	3	0
Department of Human Settlements	1	1	6	9	0
Department of Social Development	2	1	3	5	1
Department of Transport and Public works	1	5	8	6	15
Department of Economic Development and Tourism	2	1	16	10	0
Department of Agriculture	1	2	4	4	4
Department of Cultural Affairs and Sport	0	0	5	5	0
Department of Environmental Affairs and Development Planning	0	4	2	2	0
Department of Health	0	7	19	37	0

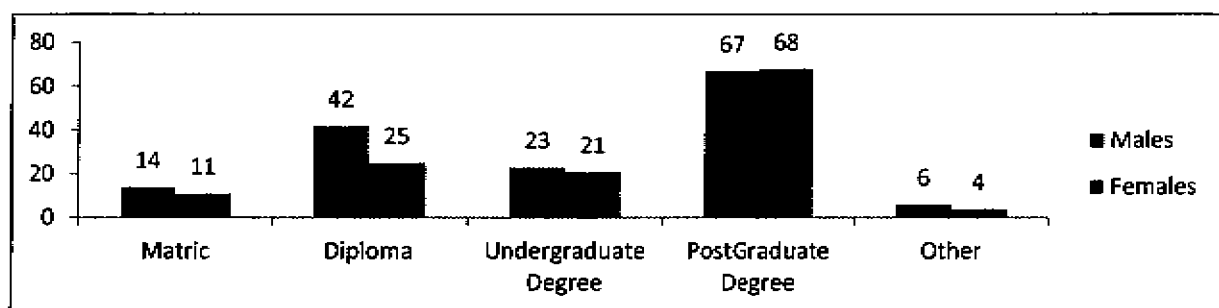
By race, the data showed that 87% of designated Coloured females who participated in the study fill Assistant Director and Deputy Director Positions. All African females participating filled an almost equal split between Assistant Director and Deputy Director positions. Job title weighting for these two titles was not as high for participating White women at 68%. However, 78% of Indian women participating cumulatively held positions of Assistant Director and Deputy Director. Comparatively, 74% of African males held Assistant Director and Deputy Director

positions cumulatively, 82% of Coloured males and 58% White males participating in the study. It was clear that designated groups occupied lower management positions in the Provincial Government of the Western Cape. Specifically it showed that African females were the lowest ranked in numbers and White men occupied the highest rank.

5.2.5. Education

The highest level of education, achieved by gender, for all participants is presented in Graph 6. Females in senior management positions seemed to hold greater certification than their male counterparts. Nine percent of males and 8.5% of females held a matric level certification and diplomas were recorded to be held by 27.6% males and 19.3% of females as the highest level of education achieved. It was from this point that females in senior management positions tend to surpass males, with 15.1% males and 16.2% females holding undergraduate degrees. Similarly, 52.7% females and 44% males held postgraduate degrees.

Graph 6: Highest Level Of Education Achieved By Gender



A comparison of education level by gender and race for participating senior managers is depicted in Table 13. Coloured males and females as well as White males were at similar percentages holding a Matric certification as their highest level of education. Coloured males and females at 10% each and White males at 12%. Females in Senior Management Services were generally better educated than their male counterparts. Out of the 17 who participated 82% held post graduate degrees as the highest level of education achieved, the remainder held undergraduate degrees. Of the participating males in Senior Management Service, 77% held post graduate degrees, 7% held undergraduate degrees, 12% held diplomas and one respondent selected "other".

Table 13: Comparison Of Education Levels By Race And Gender

Race	Gender	Education Level			
		Below Matric	Matric	Below Degree	Postgraduate
African	Male	54%	18%	18%	90%
	Female	56%	21%	21%	98%
Coloured	Male	56%	15%	17%	88%
	Female	31%	7%	36%	74%
Indian	Male	44%	33%	11%	88%
	Female	No value	No value	No value	No value
White	Male	47%	13%	31%	91%
	Female	53%	13%	22%	88%

When comparing the number of years in current position to number of years in their current department, Table 14 shows that African males were higher ranked than African females. The percentage difference may come from the fact that African males shared a mode of 2 and 5 years. African males were also generally better educated than African females and had at least one year more experience in their current roles. Coloured males showed a greater average number of years in their current positions yet the difference in mode from years in their current positions to number of years in their current departments may indicate lateral movement between departments as a result the high average number of years spent working in the same position. Coloured females shared the same average number of years in current positions as African males do, yet the mode indicated that they have spent less time in them. Coloured females were generally better educated than Coloured males; however Coloured males had a greater number of years' experience in their positions. White males and females shared the same average number of years between them, but more males have a greater number of years in their current positions than females do. This may be indicative of the high number of years males had in their respective departments.

Table 14: Number Of Years' Experience In Current Position By Race And Gender

	Management Services			
	White	Coloured	Indian	African
	5.5	5.5	2 and 5	2
	4.5	4	2	2
	7.3	9	3	2
	5.4	7.3	1	3
	No Value	No Value	No Value	No Value
	3.2	3	4	2 and 4
	7.8	10.5	2	12
	Senior Management Service			
	White	Coloured	Indian	African
	7	10.5	1	2 and 8
	7	10.5	1	2 and 8
	7	10.5	1	2 and 8
	7	10.5	1	2 and 8
	7	10.5	1	2 and 8
	7	10.5	1	2 and 8
	7	10.5	1	2 and 8

For those in Management Services, White males had the highest average number of years working in their current departments, 17 years; however they had the lowest number of years in their current positions out of all males in this category, namely 6 years. African and Coloured males shared the same average number of years in their departments, 14 years; however African males had spent an average of seven years in their current positions compared to Coloured males who had spent an average of 12 years in their current roles.

White females in Senior Management Service had an average of 9 years in their departments and five years in their current roles. Coloured females had worked an average of 7 years in their departments having spent 5 years in their current positions. Lastly, Indian females had an average of two and a half years in their departments and had spent the same average amount of time in their current roles.

It was clear that the Provincial Government of the Western Cape was trying to meet its equity obligations in the high percentage of females represented in the highly skilled supervisory roles. Considering the average number of years' experience between them, the focus on women in management started receiving attention four to five years ago. The mode indicates that women generally have fewer years in their current departments than they do average years' experience in their positions perhaps showing a high propensity for lateral moves between departments.

5.2.6. Superiors

A comparison of direct line manager by race and gender is presented in Table 15. It shows that for the total number of participants there was one female line manager for every 2.3 male line managers, a ratio of 1:2.3. By race the ratio changes. African senior managers worked under 2.8 male managers for every female manager. Coloured senior managers worked under 1.9 male managers for every female manager. White senior managers worked under 2.6 male managers for every one female manager. This showed that those senior managers designated Coloured were more likely to work under female management than those designated African and White who were more likely to work under male management. By gender, the female manager ratio is 1:0.8 and the ratio is 1:1.5 for male manager. In other words, female managers have 0.8 male subordinates for every one female, and male managers have 1.5 male subordinates for every one female. Eighty two percent of females in Senior Management Service reported to males in their direct line compared to 83% of males in Senior Management Services.

Table 15: Comparison Of Direct Line Manager By Race And Gender

		Direct Line Manager		
Gender	Race	Gender		
		Female	Male	Total
Female	African	11	1	10
Male	African	23	8	15
Female	Coloured	71	32	39
Male	Coloured	67	16	51
Female	White	9	5	4
Male	White	0	0	0
Female	Other	38	12	26
Male	Other	60	15	45
Female	Total	0	0	0
Male	Total	2	0	2
		281	89	192

5.3. Discussion

The Provincial Government of the Western Cape has taken steps to meet their equity commitments. The recruitment of designated groups into management positions, particularly equal gender representation commitments, was given impetus around 2008. However, the findings show them being far from meeting equity commitments for the category of Senior

Management Services. The females employed within the Provincial Government were generally better educated than males indicating great potential for their vertical movement from the highly skilled supervisory roles in which they were over-represented. These numbers have shown the importance of the sampling strategy including the highly skilled supervisory category of management. It seems as though women are “stuck” in these positions and with their lower representivity in Senior Management Services, it is necessary to understand the psychological (individual) and social-structural contexts that exist preventing the Provincial Government of the Western Cape from attaining their goal of 50% female representation at Senior Management Service levels. The occupational segregation which exists in the twelve departments indicates that women employed within the Provincial Government were earning less than males. They had less responsibility and decision making power given their lower rank. By age, the findings showed a generational gap between white males, who occupied the highest rank, and African females who occupy the lowest rank.

5.4. Findings

5.4.1. Relationship With The Job

Sprietzer et al. (2001), having tested her psychological perspective found that generally, empowered individuals display certain behavioural characteristics. They perceive themselves as effective in their jobs and their co-workers make similar evaluations. They are more satisfied within their job which indicates reduced job-related strain. Additionally, the meaning employees attach to their jobs is an important motivating force at the level of the individual. The researcher posed questions to explore the relationship employees had with their jobs. The Commission on Women’s Development (2007) relates this to the “power within”, a reflection on individual self-esteem and awareness. The principles of empowerment explored here are those identified by Sprietzer et al. (2001). The psychological perspective transcends the individual to include the impact of the social-structural environment on the employee. Thus, the relationship respondents have with their jobs is an indicator of the power individuals have within and their motivations as well as the potential effect of social-structural dynamics have on such elements.

The theory states that activities and job tasks respondents have to carry out on a daily basis should have a positive relationship to their personal value system and they must perceive that they are maintaining a sense of integrity in meeting the objectives of the organisation. This is concerned with the meaning employees attach to their jobs. The majority of all females (89%) and males (88%) believed that the activities they performed were in line with their personal value system. Similarly, 88% of females in Senior Management Service felt the same way and all disabled participants agreed. Those females who remained neutral amounted to 10% of the responding female sample. Similarly, 10% of all males also chose to remain neutral.

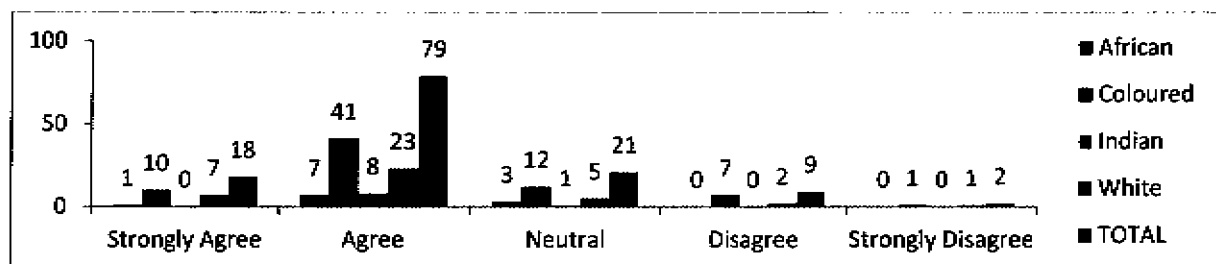
Seventy four percent of all females and 82% of all males were excited about the work they do. Almost all females (94%) in Senior Management Service agreed and all of the disabled participants. Coloured women constituted the majority of those in disagreement at 13% where above average percentages of African and Indian women had remained neutral at 27% and 44% respectively. Coloured and White males made up the largest portion of those neutral. White males scored above the average (20%) of those remaining neutral which could be a consequence of longer periods of time spent working in their current roles.

Almost all females (97%) and all males (95%) expressed that they cared about the work they do and felt that it was important to them. One hundred percent of females in Senior Management Service and 100% of the participating disabled agreed to this as well. This positive result may be translated into majority of all female participants, 91%, agreeing that they can make a difference through the work they do. The results were similar for all males, females in Senior Management Service and disabled participants, all of whom were certain in the belief that they personally can make a difference.

An important question was posed to respondents regarding the value employees place on monetary rewards given that it was the primary reward mechanism afforded to those employed within the formal national and global economic system. Seven five percent of all females and 70% of all males valued monetary rewards. Psychological theory shows that individual's value systems are multi-faceted and so the importance placed on monetary

rewards becomes relevant. Just over half (53%) of the females in Senior Management Service agreed to the question and 100% percent of disabled respondents agreed. Graph 7 depicts a large percentage of women agreeing to value monetary rewards, 75% in total. Sixteen percent remained neutral leaving 9% having said they do not. Fewer men (70%) than women agreed with the statement and a greater number (22%) had remained neutral to the statement. A comparative number of men (8%) disagreed. The findings showed that females in higher ranking positions were more likely to seek alternative rewards.

Graph 7: Female Participants – Valuing Monetary Rewards



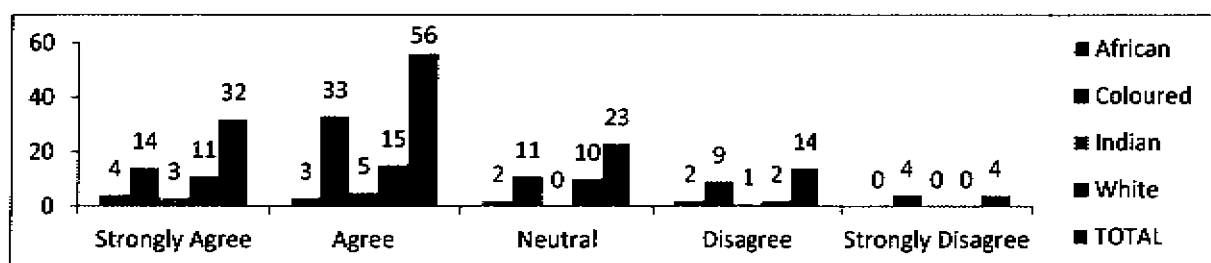
When asked if the meaning created in their jobs is of greater value to them than other rewards, 79% of all females agreed and 71% of all males participating. This showed that females place higher importance on meaning created in the working environment than men even though the statistics revealed that it was of high value for both genders. The eighty eight percent of females in Senior Management Service who agreed corroborates the low numbers yielded in agreement to valuing monetary rewards. The disabled were shown to place greater priority on monetary rewards than any other demographic group where they showed the lowest agreement (60%) to the value of meaning created and the highest for monetary rewards. Seventeen percent of all women responded as neutral to the statement compared with 24% of all males. By and large, those who agreed and those who had remained neutral made up the majority for both male and female participants.

The majority of all females (90%) believed that what they do maintains their integrity. A similar percentage of males were in agreement. All females in Senior Management Service agreed and all disabled persons agreed.

The Micro empowerment perspective considers the individual and evaluates the links individuals make with the demands and opportunities that exist within the working environment and their personal value system. The elements of an environment that promotes opportunities to learn and grow for individuals in the workplace reflect the perceptive outcomes of what individuals empowered in this way should feel. The researcher considered previous research conducted using the social-structural empowerment principles in identifying these and found that empowered individuals should perceive that they are challenged by the work they do. Having said this, approximately 22% of all females did not feel challenged in their jobs. This was felt mostly by African and Coloured females. In Senior Management Services females record lower disagreement at 18% indicating that the further up the hierarchy, the more challenged women felt. Only 40% of disabled persons felt challenged by the work they do.

Comparatively by race, 66% of designated Coloured females, 63% African females, 68% White females and 88% Indian females perceived that they are challenged in their jobs. All African females and majority of Coloured females in the sample held Assistant and Deputy Director positions, which were the lowest ranks in the sample. Further to this, most were well educated which may be a potential reason for their lower agreement in job challenge. Of those that disagreed, designated Coloured females formed 46% of the total number of females in disagreement. The researcher has provided a graphic representation of the statistics yielded for all female participants in relation to job challenge in Graph 8.

Graph 8: Female participants - Challenged By Work



Based on previous research as well as contextual variables, the researcher posed questions relating to employee's confidence in their skills and ability to do their jobs. Further to this,

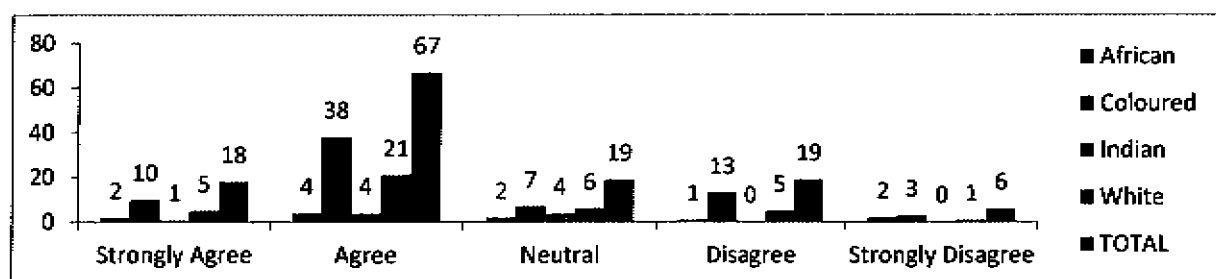
employees that are not confident often feel paralyzed when confronted with challenges and the result is withdrawal from tasks. Ninety five percent of all females and 97% of all males are confident in their ability to do their jobs well. All females in Senior Management Service and all disabled persons agreed to the question of confidence. To the question of independently being able to handle all tasks given to them, 90% of all females and 85% of all males agreed. Eighty three percent of females at Senior Management Service level agree and all of the disabled respondents agreed to be able to. Majority, (94%) of all females and all male participants agree that their job is challenging but never beyond their capacity. Eighty percent of females at Senior Management Service level agree and 100% of participating disabled persons.

The findings reveal that respondents are highly confident about their skills and abilities to carry out their job tasks as well as do this independently, however a significant number do not feel that their jobs hold enough challenge. Csikszentmihalyi (1997) posits that employees need for high skills to be set up against high challenge for them to find meaning in their tasks. Where this is not achieved, boredom and frustration is said to occur. Given the statistic yielded from the study, African and Coloured females in lower ranking positions are more likely to feel this.

Research conducted by Spreitzer et al. (2001) showed that employees who felt disempowered in terms of confidence had a high propensity to leave their jobs as they often felt paralyzed and withdrew from tasks. Although confidence and self-belief is high, a significant number of respondents either agreed or were neutral to the question of feeling paralyzed often by what they were required to do. Fourteen percent of all females agreed and 17% chose to remain neutral to the statement. More males (24%) than females remained neutral. At Senior Management Service level, 65% of females disagreed and 60% of all disabled participants. When asked if they often withdraw from tasks because they felt they didn't have the ability to be effective in them, 89% of all females and all males disagreed. Ninety four percent of the females at Senior Management Service level disagreed and all disabled respondents. This suggested that even though they may have felt paralyzed by the task, it did not result in them withdrawing from it. However, this may increase the time and support needed for certain activities with the view to positively impact on productivity and performance.

The theoretical literature has shown that self-determination is the result of individuals being empowered in the way of autonomy, where they have the discretionary power to make decisions about how they do their jobs and so take the initiative when changes need to happen and challenges need to be overcome. Respondents were asked if they felt they had the power to make decisions regard their job tasks and 66% of all females agreed that they did. Fifteen percent had remained neutral and 19% disagreed. Above average results, 23% and 27% were recorded for Coloured and African women in disagreement, indicating a potential lack of autonomy at lower ranks. The same results were recorded for all males in agreement; however 18% had chosen to remain neutral leaving 14% disagreeing. Above average results were recorded for African males who disagreed at 26%. It appeared that African males and females as well as Coloured females feel they have less decision making power than other race groups. It was also evident that more females than males perceived less control over decision-making related to their job tasks, even though a lack of control was recorded to be experienced by both genders. High neutrality indicated that far too many senior managers were undecided, suggesting that they had decision-making power only some of the time. The majority of females in Senior Management Services felt that they had the power to make decisions that affect theirs jobs and 60% of all participating disabled persons agreed. Given the race demographics, the findings suggested that there was less power perceived at lower levels of management.

Graph 9: Female Participants - The Power To Make Decisions Affecting Job Tasks



Even though a sense of self-determination was felt less at lower ranks of management, this did not seem to translate into respondents' lack of ownership of activities or how proactive they perceived themselves in their jobs. Having said this, 93% of all women believed they were proactive in their jobs compared to 91% of all males in agreement. Females in Senior

Management Service agreed to be proactive at 82% and all of the disabled participants agreed. Even though the majority of high ranking female managers felt that they were proactive, the results could indicated that they find themselves more reactive than proactive in their positions.

Where employees felt they had autonomy and the power of discretionary decision-making in their jobs, the theory suggests that they could feel more in control of their work and are therefore more likely to take the initiative when improvements or changes need to be made. For this to happen trust needs to exist, and of those who perceived there they were trusted to take initiative, 92% record taking the initiative in their jobs. Females in Senior Management Service also showed high agreement at 94% and all of the disabled participants agreed. Psychological empowerment theory states that this level of involvement means that employees feel that what they do is intentional rather than feeling pressurized by the system in which they operate.

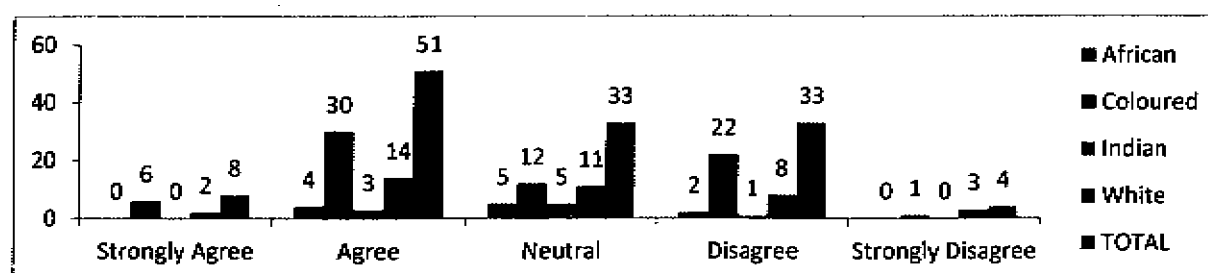
High involvement is positively related to employees taking ownership of their activities as this indicates that leadership capacity is being developed. The majority of all women, 95%, were in agreement that they take ownership of all activities required of them. Male participants fell in line with their female counterparts with 94% in agreement. Females in Senior Management Service record similar percentages in agreement as all female participants and all of the disabled agreed.

High productivity and high involvement environments have at their foundation, low role ambiguity. Employees need to know exactly what is required of them in their job which is linked to both self-determination as well as competence. Research has shown that employees who are unsure about what they need to do or if their decision-making authority is not clear, they were more likely to hesitate when required to take action and more fearful of repercussions. Having said this, exactly 80% of all female participants agreed to know what is required of them in their jobs. White women agreed at the lowest percentage (70%). A higher number of all males agreed at 84%. Females at Senior Management Service indicated a higher level of certainty

agreeing at 88%. Of the disabled persons participating in the study, all agreed to know what is required of them. The findings suggested that females at lower ranks of management experience higher role ambiguity, particularly White females.

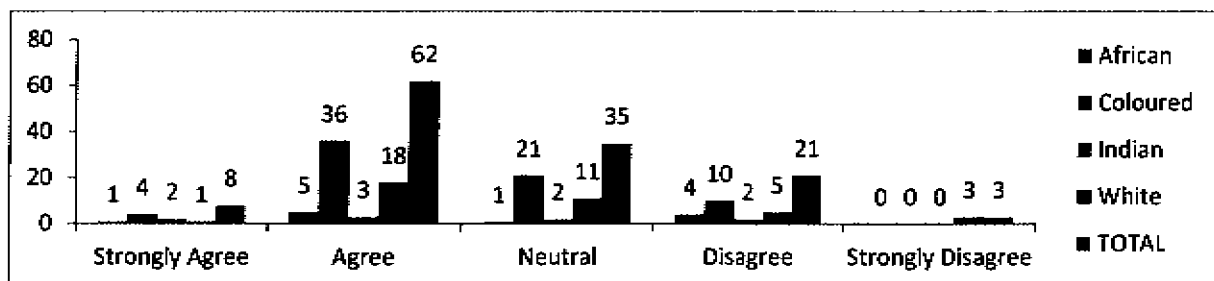
A significant 27% of all females didn't believe that they had all the information they needed to do their jobs effectively and fewer males (17%) agreed. Even greater disagreement (35%) had been recorded for females in Senior Management Service and 60% of the participating disabled disagreed. A high neutral value of 26% for all female participants and 30% for male participants was indicated. Above average percentages was shown for 32% of Coloured women, and 29% of White women in disagreement. Fifty five percent of Indian women and 45% of African women chose to remain neutral. Even though both genders score equally in disagreement that it was not easy to access information, women perceived to a greater extent that they had less of what was needed than males do. This suggested that even though males didn't find it easy, they may be more aware of how to gain the information they need indicating a potential gap in how the information system works for women compared to men. Having all the relevant information needed to carry out job tasks, among other aspects of an individual's relationship with their jobs, relates directly to The Commission on Women's Developments' (2007) description of power levels. They postulate that the "power to" can be creative and enabling for individuals who are given autonomy over making decisions and problem solving in their jobs. This is concerned with intellectual capability empowerment. Moreover, the "power to" also refers to the economic means as access and control over the tangible resources i.e. information. The researcher has provided a graphic presentation of the data yielded for all female participants regarding access to all relevant information needed in their jobs in Graph 10.

Graph 10: Female Participants – Access To All The Relevant Information To Be Effective In Job



Just over half (54%) of all female participants agreed that they felt empowered during a time of crisis. In comparison, 56% of all male participants agreed. Twenty seven percent of all females chose to remain neutral to the statement compared to 34% of all males. Females disagreed at 19% and males at 11%. White and Indian females fell in line with the disagreeing average at 21% and 22% respectively, Coloured females below the average at 14% and African females above the average at 36% suggesting that females in lower ranks of management were more likely not to feel empowered during a time of crisis. By race, African males disagreed at the highest percentage of 21%, where Coloured and White males fell in line or below the average in disagreement. Feelings of empowerment during crisis also had a racial slant where designated Africans felt least empowered, however high scores in neutrality and disagreement highlighted a potential concern for provincial government as approximately half of all males and females in senior management positions were more likely to be passive and negative rather than active and positive when challenges were presented. Sixty five percent of females at Senior Management Service level felt empowered during a time of crisis, indicating that at higher ranks, managers were better able to deal with challenges, however the deficit was still significant enough to pose concern. Encouraging were the disabled participants, all of whom agreed to feeling empowered during a crisis. The findings for all female participants are presented in Graph 11.

Graph 11: Female Participants - Empowered During Crisis



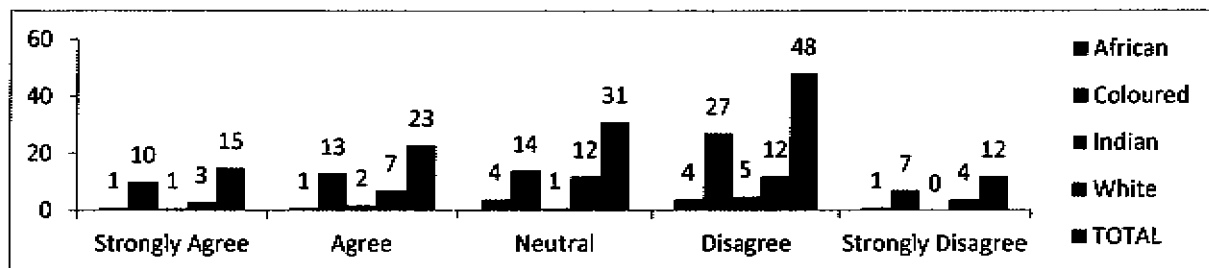
Having employees believe that they have impact on outcomes is important because those that perceive this are more actively engaged in shaping the path and results of the organisation in which they work. The findings revealed that 77% of all women believed that what they do contributes significantly to departmental outcomes; however, 17% had remained neutral.

Eighty one percent of all males participating agreed and 16% had remained neutral to the statement. Both males and females were confident that their tasks contribute to outcomes, even though both genders indicate lower levels of confidence in agreeing that they shape the outcomes of their environments. Females in Senior Management Service agreed at 88% that their job tasks contribute significantly to departmental outcomes and 80% of the participating disabled agreed. Further to this, 57% of all females were in agreement that they shape the outcomes of their environments, 26% were neutral and 17% disagreed. Similarly, 57% of all men were in agreement, 31% present as neutral and 13% in disagreement. Although the scores recorded were similar for men and women, they indicate a disconnection in the way senior management perceive what they do as being linked to departmental outcomes. This suggested that a significant number were not empowered in the way that they believe what they do has an impact. Fewer females in Senior Management Services (65%) felt that they shaped the outcomes of their environments which suggest that even though they accept that they contribute, they were less convicted about how much impact they had in their roles. The disabled were more confident at 80% agreement. Generally, management felt that they contributed to outcomes, but were less certain about shaping the outcomes of the department. This indicates that they were less likely to perceive that what they do has significant impact. This affects the confidence with which they engage themselves in innovation and creative leadership thinking.

Interestingly, the findings revealed a significant 30% of all female respondents and 26% of all male respondents agreeing that they think about changing jobs constantly. At Senior Management Service level, 35% of females agreed and 40% percent of all participating disabled agreed. Almost half of all females disagreed with the statement at 47%, with 24% remaining neutral. Male participants were less likely to think about changing jobs with 56% disagreeing. Additionally, fewer males had remained neutral at 18%. Even though female respondents felt highly confident in their ability, many think about changing jobs. This may be a result of multiple factors, however it should be noted that women had a higher propensity to leave their positions than males, having a direct effect on the Affirmative Action policy that aims to develop them and move them up the proverbial hierarchy. High neutral values either indicate

uncertainty or a fear of agreeing to the statement. If the latter holds validity, then there is a great risk to the Provincial Government of the Western Cape in job retention for those designated employees they are intended to empower. The researcher has provided a presentation of the findings in Graph 12 as they were related to all female participants and their perceptions on whether they constantly think about changing jobs.

Graph 12: Female Participants – Constantly Think About Changing Jobs



Where the researcher understood that employees thinking about changing jobs is a reflection on job satisfaction, even more important was the propensity of employees to turn thought into action. This increases the risk of a high turnover rate in the Provincial Government of the Western Cape. Almost half (49%) of all females would accept another job if offered and 43% of all males agreed that they would. At Senior Management Service level 47% agreed and a high 80% of all participating disabled persons agreed to being open to an alternative position should one be presented. A high number of female participants also chose to remain neutral to the statement at 35%, leaving only 16% disagreeing. African women agreed at 73% with Coloured and White women presented close to the average. Indian women showed that they were least inclined to accept another job at 33%. Fewer males had remained neutral at 32% compared to their female counterparts. The statistics yielded from this question corroborates the findings depicted in Graph 12. It showed a high number of women willing to leave their current positions. This could indicate a low level of job satisfaction, more so for women than men. The results also showed a racial slant where African women were more inclined to move than other races. None of the African women participating in this study held Senior Management Service positions revealing that the job satisfaction at Deputy and Assistant Director level could be lower than others. The data suggested a need for movement in their careers and the

perception of being ready for it. High neutrality for both genders indicates uncertainty or fear of taking a stance on the question. The propensity to leave a position is often a direct reflection on the level of satisfaction felt by employee, however the relationship that an individual has with their jobs is only one aspect related to job satisfaction the study aimed to explore. Research has shown that employees who are empowered by way of the four psychological empowerment tenets report less job strain and great satisfaction and commitment to the organisation resulting in high job tenure.

5.4.2. Relationships With Others

Alliances individuals make with superiors, subordinates and co-workers, if effective, have the potential to create empowering workplace environments. They are seen as complimentary informal power systems facilitating the success of the social-structural empowerment model used in the study. So the relationships employees have with the social networks within the organisation are instrumental in contributing to employee's performance, they have a direct effect on competency and confidence at the psychological empowerment level through the power devolved at a social-structural level. These relationships extend to the external stakeholders the individual has to engage with in order to meet the requirements of their jobs. Where mutual trust exists, competency is advocated for (Spreitzer, G.M. 1996). Employees empowered by way of the social-structural tenets has a positive effect on organisations through better quality products and services, customer service and overall productivity as well as improving employees' quality of working life.

Having said this, 81% percent of all females felt that the working relationship they have with their superiors is generally good. The same percentage of males agreed. At Senior Management Service level, 71% of females agreed suggesting that the higher ranks were less positive about this key relationship. Encouraging though were the 100% of the disabled who agreed that their working relationship with superiors is generally good.

Approximately 80% of all females and males believed that their superiors were confident in their abilities. The remaining 20% were mostly found to be neutral for both females and males.

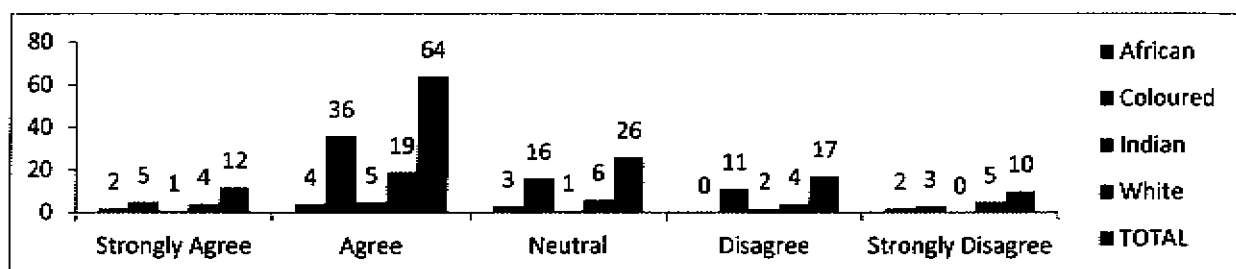
Sixty five percent of females at Senior Management Service level agreed and 60% of all disabled participants. Where a perception of competence is lacking people often feel paralyzed by what they are required to do. The findings here may be a contributing factor to the 31% of all females who were either neutral or agreed to feeling paralyzed by what they are required to do. Similarly, 35% of females in Senior Management Service and 40% of all disabled participants were neutral or agreed that often they felt paralyzed in their positions. In addition, research has shown that employees who are micro-managed by their superiors are more likely to perceive personal incompetence usually as a result of the lack of trust given to individual skills and capability in carrying out tasks. So where working behaviour is dictated the result is often less intrinsic motivation, which leads to low involvement and less leadership thinking development.

The extent to which employees collaborate with their line managers is not assumed to be the result of being micro-managed. However, it could very well be seen as critical to the learning environment and given the average number of years most groups have been employed in their positions; one cannot entirely exclude the possibility of micro-management and the effects thereof on perceptions of personal competence. Seventy one percent of all females collaborate with their line managers on activities. Designated black groups, including all participating males, recorded higher percentages of collaboration this way. Females in Senior Management Service agreed at 47% and 80% of the disabled agreed. By race, 81% of African women, 70% of Coloured women, 65% of White women and 88% Indian women perceived that they frequently collaborated with their line managers. Compared with their male counterparts, 74% of African males, and 73% Coloured males and 52% White males agreed. Designated White groups recorded lower levels of collaboration with their superiors. This suggests a higher level of autonomy or independence in their roles perhaps due to the high number of years' experience they have in their positions. Designated groups collaborated frequently with superiors indicating a measure of learning and growing within their environments. It was understood that employees need access to support in their roles and although individuals often differ in what they perceive support to be, the researcher posed questions based on previous literature and research undertaken to understand the levels of support generally required within the workplace. Where relationships with superiors, subordinates and co-workers are seen to be

critical to feelings of being supported, further inquiry was made into how those relationships were perceived.

Respondents were asked if they receive support from their superiors. Fifty nine percent of all females agreed and 60% of all males agreed. White women (23%) didn't agree which was higher than the average and Coloured women showed below average disagreement at 19%. Of all the males who participated, 60% agreed, 24% indicated neutral and 16% disagreed with the statement. Both males and females shared similar scores when asked whether they received support from their superiors. At Senior Management Service level, nearly a quarter of females disagreed and 40% of all disabled persons agreed that they get supported by their superiors. This suggests that employees were looking for more support and that they require more from their superiors. The researcher provides a graphic presentation of support received from superiors as is perceived by all female participants in Graph 13.

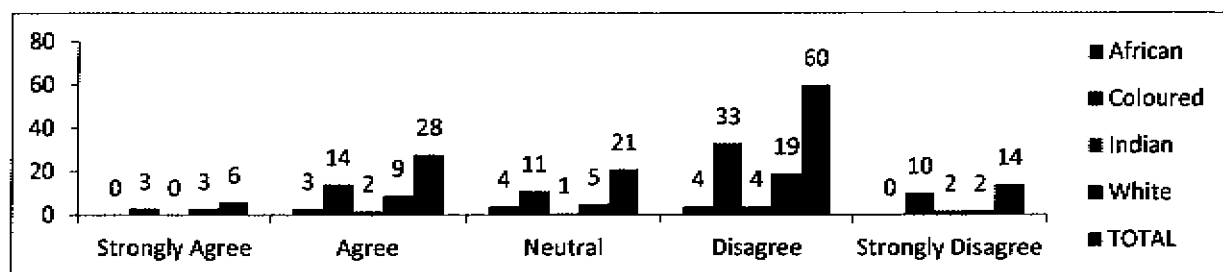
Graph 13: Female Participants – Access To Support From Superiors



The findings revealed that the perceived threat of victimization and or conflict may be reasons behind a lack of support from superiors. More specifically, respondents were asked whether conflict limits the amount of support they received from their superiors to which just over a quarter of all females and 47% of females in Senior Management Services agreed. This compared to 24% of all men who agreed and 20% of all disabled participants. By race, 33% of White women agreed, 24% of Coloured women, 22% of Indian women and 27% of all African women agreed. African males agreed at 39%, Coloured males at 25% and White males at 16% agreed that conflict limited the amount of support they received from their superiors. Designated African groups generally were shown to have had a more difficult time than others,

however given the high percentage of White women in agreement and the high percentage that filled senior ranking management positions, the findings suggested that it the experience was shared by females in Senior Management Services. One could also deduce that frequent collaboration with line management, as designated Africans were found to have, may influence the level of conflict experienced. This may be a result of task support or perceived micro-managing which is known to reduce personal perceptions of competency. This ultimately affects job satisfaction and tenure to which the demographic profiling of Africans shows lateral movement in the difference between the average years in current position versus the number of years in current department. In Graph 14, the author provided an illustration of the results recorded for all female participants and their perceptions on conflict limiting the support the received from their superiors.

Graph 14: Female Participants - Conflict Limits Support From Superior



Respondents were asked if they felt disillusioned by the incompetence of their superiors. A greater number of males disagreed at 61% and fewer remained neutral (22%) than their female counterparts. This left 18% of all males agreeing. Coloured males recorded above average scores in agreement at 22%. More females than males were disillusioned by the incompetence of their superiors, however disillusionment was perceived by both genders. High neutrality suggested an inability for many in taking a stance on how they felt. Incompetent superiors may disempower their employees by way of increased responsibility and limited learning for subordinates looking to move into a more senior rank. Superiors form part of the team working toward certain objectives and goals and so incompetence may contribute to the efficacy of the team and so be a reflection on subordinate competency. Concerning was that just over half (53%) of females in Senior Management Service disagreed to being disillusioned by their

superiors incompetence and 60% of all participating disabled comfortably disagreed. Disillusioned by superior's incompetence, a significantly high 27% of all females had remained neutral and 22% were in agreement. White women scored the highest in agreement with an above average 26%. Other females by race had scored below the average. As previously alluded to, many respondents felt that they didn't receive support from their superiors and so the disillusionment perceived may be as a result superiors' inability to support their subordinates in the manner in which they need. Task support is known to produce high level of intrinsic motivation where employees are less likely to be dependent on other forms of support. They are capacitated through task support to have autonomy. They are thus more likely to remain in their jobs. Adequate task support also builds trust and confidence through guidance and sharing of power. If subordinates are merely given tasks without such support, incompetency may be perceived as the reason for lack of trust and confidence.

Generally, individuals strive for a positive social identity within the workplace and this is the main reason why conflict is known to be one of the greatest stressors. Stress reaction is seen as the behaviour of job strain and is the result of task and/or relationship conflict negatively affecting job satisfaction. Job strain is the psychological manifestation of conflict and affects employees' health and well-being which has direct repercussions on individual and so organisational performance. Further, employees with "internal locus of control" are less likely to experience job strain as a result of conflict because they believe that they have power over outcome and rewards within their environments.

The majority of all females (87%) believed that they generally have a good working relationship with their subordinates. Males agreed at 93% and 88% of females in Senior Management Service agreed. Fewer disabled (60%) agreed that the relationship they have with their subordinates can be described as good.

When asked if conflict limits the support received from subordinates, 19% of all females agreed, 17% of females in Senior Management Service and 40% of the disabled agreed. Given the below average percentage of disabled participants who felt the relationship they have with their

subordinates is good, coupled with the above average percentage who believed that conflict limited the support they received, one could assume that disabled participants have a difficult time managing these relationships. Of all females in agreement, Coloured women at 21% comprised the majority. Fewer men, 16% were in agreement with the statement, however 24% had chosen to remain neutral, with 60% disagreeing. African and Coloured males made up the vast majority of those in agreement at 22% and 21% respectively. Significant enough a percentage was confident that subordinates held back on support due to conflict. Even higher was the number who had remained neutral indicating uncertainty. This suggests a gap in effective communication and conflict management between direct lines and their subordinates. Conflict induces power plays and potential sabotaging of work affecting the efficiency and effectiveness of services delivered. The Commission on Women's Development referred to this as "power over" which can trigger either active or passive resistance from the individual with "less" perceived power or lower ranked in the hierarchy. In this way, they posit that power exists only in limited quantities as both individuals have a measure of power which can be used to the detriment of the organisations objectives. However, if conflict is managed correctly, the "power over" which naturally exists in a hierarchical environment, can be used to guide rather than dominate.

Respondents were asked if they were disillusioned by their subordinates' incompetence to which 63% of all women disagreed with the statement, 26% had remained neutral and 12% were in agreement, White women contributing the greatest percentage in agreement at 18%. Similarly, male respondents disagreed at 67%, 26% remained neutral and 7% agreed. The results suggest that males were more confident in the ability of their subordinates, however high neutrality indicates that both genders had a high degree of uncertainty implying that they may not be disillusioned but were not confident to disagree. This may indicate a certain level of angst experienced in the competency of subordinates. A greater percentage of females in Senior Management Service (76%) disagreed to feeling disillusioned by their subordinate's incompetency and 80% of all participating disabled disagreed suggesting that the instability that they experienced in conflict and support was not the result of subordinate incompetency. Where competence is said to be necessary in having the confidence to perform job tasks well,

the perception of competence can also play a crucial role in the interactions between individuals. In the case where managers find themselves disillusioned by their subordinates' incompetence, they may lose trust, confidence or the motivation to carry out their managerial tasks to the best of their ability and either consciously or unconsciously disempower their subordinates as a result of low motivation. If this happens, the subordinate then has to manage the same feelings within him/her ultimately impacting on the performance of both superior and subordinate.

The aforementioned is linked to synchronicity of personal value. In environments where employees feel comfortable engaging in their job tasks and working toward organisational objectives are usually those in which meaning is found. Meaning also inspires creativity, satisfaction and it serves as a motivating force during times of challenge or crisis. The synchronicity of meaning is important at the level of interpersonal relationships as well as between the individual and the organisation. Large organisations are complex because structural forms as well as diversity in demographics impact on how meaning is created and nurtured.

Having said this, almost half (47%) of all females and 50% of all males agreed that they share the same values as their co-workers. Thirty six percent of all females had remained neutral and 16% disagreed with the statement. For Coloured females, an equal number had agreed and remained neutral at 42%. White women agreed at 53% which is above average and equal numbers had chosen to remain neutral and in disagreement at 23%. Fifty five percent all males participating agreed and 36% remained neutral which was comparable to their female counterparts. Only 8% disagreed with the statement. At Senior Management Service level, 35% of all females agreed and even fewer (20%) disabled participants agreed. High neutrality implies that many were either uncertain of the value systems held by their co-workers or their neutrality was linked to some apprehension about taking a positive or negative stance.

Where the majority of respondents agreed that they were clear about and shared the same values as the organisation, when it comes to co-worker relationships, they were less content

with the alignment. White women displayed the least confidence about a value alignment. It is concerning that half of all employees, male and female, as well as a 35% of females in Senior Management Services perceived that they shared the same values as their co-workers. While the question did not allude to which values were not shared, the mere fact that a difference was perceived holds importance.

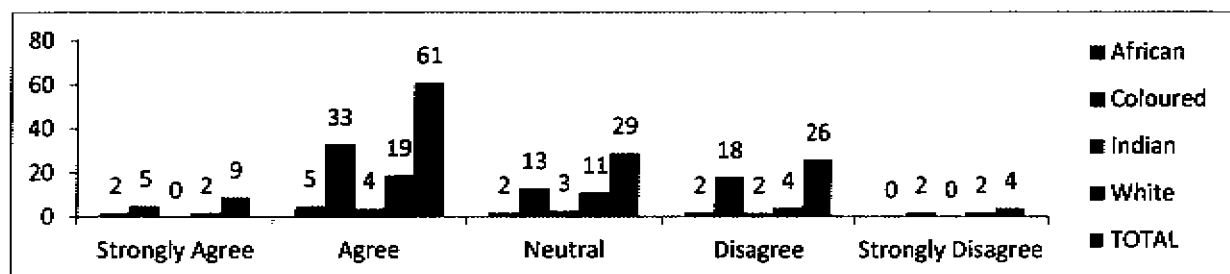
When asked if they believed their co-workers had confidence in their abilities, 90% of all females and 93% of all males agreed. Seventy six percent of females in Senior Management Service agreed and 80% of all participating disabled. There seemed to be greater confidence felt by respondents in how they perceived the confidence and belief of their co-workers have in their abilities. This was more positive than how they perceived their superiors felt about their competency.

Almost half (48%) of all female respondents agreed that they got most of the information they needed from co-workers. White and African women agreed above the average. Females in Senior Management Service presented in line with the agreement rate of all females. Compared to other groups analysed, the researcher recorded lower disagreement for the disabled at 20%, however 80% remained neutral. Sixty four percent of African women either agreed or strongly agreed and 54% of designated White women who participated. Coloured women agreed at below the total average indicating that African and White women were more likely obtain the information they needed from co-workers. Similarly, it was 43% of Coloured males and 56% of African males who agreed that co-workers play an important role in how they access information. A high percentage, 25%, of all males participating chose to remain neutral in answering this statement. Given the difficulty perceived by females in accessing the information they needed as well as having it, it was not surprising that nearly half rely on co-workers for information. Designated Africans showed the greatest reliance.

When asked if co-workers freely shared the information they have, 54% of all women agreed. African women found it easier to access information from co-workers as above average agreement was recorded. Females in Senior Management Service disagreed at 41% which was

higher than all females who recorded 23% disagreement. None of the disabled disagreed, 40% agreed that information was freely shared; however 60% were neutral to the question. By race, 63% of African women agreed, 55% of White women and 44% of Indian women agreed. Of the 23% of all women who disagreed, Coloured women were 67% of this number, which was 28% of all Coloured women. The second highest race group in disagreement with the statement was White women at 12%. Coloured and White men showed the highest level of disagreement with the statement at 16% and 12% respectively. Where a large number of women showed reliance on information shared by co-workers, nearly a third found that this was not easily achieved. Relationships between co-workers showed clear importance given that they were a contributor to job efficacy. Access to information is a prerequisite to job efficiency and efficacy, yet too significant a number of females employed in senior management positions found themselves disempowered this way. They were highly reliant on co-workers for information which has implications on time efficiency and ultimately productivity. This showed the importance of interpersonal relationships and a culture of sharing for females. They generally didn't have easy time accessing information from their co-workers or appropriate information systems, meaning that a significant amount of time and energy could be wasted trying to find information to be effective. The perception all females had about co-workers freely sharing the information they have is depicted in Graph 15.

Graph 15: Female Participants - Co-Workers Freely Share Information



Further to this, respondents were asked if they were heavily reliant of co-workers to complete their job tasks. In response, 65% of all females and 57% of all males disagreed. Females at Senior Management Service level agreed at the same percentage as all females (19%) and none of the disabled participant's agreed. Twenty two percent of all males agreed suggesting that for

males and females alike, a significant number were heavily reliant on co-workers indicating high importance placed on these relationships for efficacy.

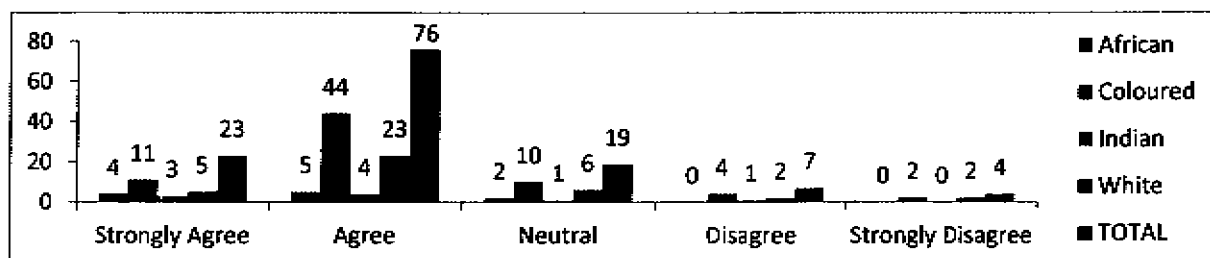
The relationship social-structural principles play is that the nature of a working environment influences and presents various opportunities and limitations for individual feelings of empowerment. Employees that perceive empowerment in all four cognitions show active rather than passive characteristics and positioning toward their role in the team or organisation. This means a high propensity to be satisfied in their jobs, commitment to the organisations, trust in management and positivity toward change. It is not only work climate that facilitates and promotes feelings of empowerment, a critical factor is relationships individuals have with their immediate environments, these include superiors, team dynamics as well as relationships with external stakeholders. Over time, individuals empowered in turn empower and influence their environments through their behaviours. Research has shown that bureaucratically structured environments create passive rather than active behaviours, where workplace designs that are aligned with empowerment and commitment produce more opportunities (Sprietzer 1996).

5.4.3. Workplace Climate And Culture

As was previously alluded to, it is important that individuals are clear about the values of the organisation and see it as aligning to theirs creating meaning and a sense of security. Fewer females (77%) than males (82%) were clear about what the values of the department in which they work. Eighty two percent of females in Senior Management Service and 100% of the disabled participants agreed that they were clear on departmental values. The results were generally shared by both males and females participating. Males and females alike showed significant neutrality to what should be clear to them suggesting that there was a gap in the communication of organisational values. Adding those in disagreement to those who chose to remain neutral, there were a significant percentage of employees who were not finding a stable connection to their personal value system and the organisations due to lack of clarity. The

author presents female participants perceptions on being clear on organisational values in Graph 16.

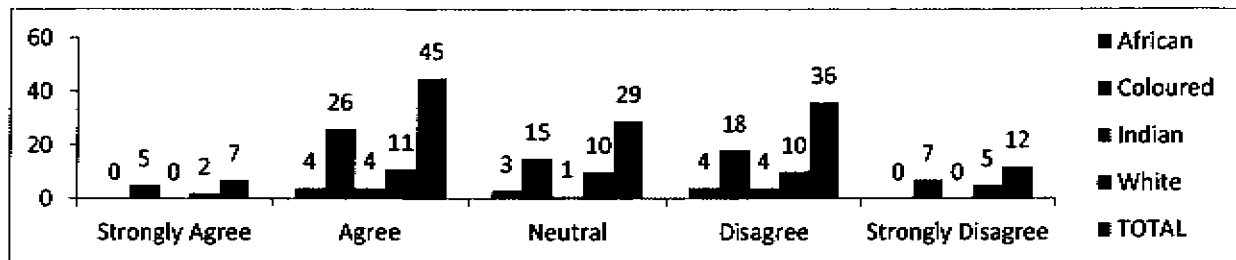
Graph 16: Female Participants – Clear On Departmental Values



Even though the majority (70%) of all females and 76% of all males agreed that they shared the same values as the organisation, the deficit corroborates previous findings where the uncertainty expressed in clarity showed a significant number of employees that were not secure in the fit between organisational values and theirs. Eighty two percent of females in Senior Management Service agreed and 80% of the disabled, indicating that higher ranks were marginally more certain that there was alignment.

A significant 37% of all females didn't believe they had all the support they needed in their jobs. For females in Senior Management Services, 24% shared the same perception and an even greater percentage (40%) of the disabled felt this way. Comparatively by gender, 30% of all males didn't agree that they have all the support they need, 23% had remained neutral and 47% agreed to have all the support they need. Indian women showed the highest percentage of disagreement at 44%, second was White women at 39%, then African women at 36% and Coloured women at 35%. White males showed the highest percentage disagreement at 33% with Coloured and African males showing a near parity percentage of 27% and 26% respectively. As previously mentioned, the levels and forms of support differ between individuals as values and meaning differs. This may be indicative of the high neutral value recorded for males and females. More females than males however felt that they needed more support in their jobs. In Graph 17, the author presents the perceptions all females had on receiving all the support they need in their jobs.

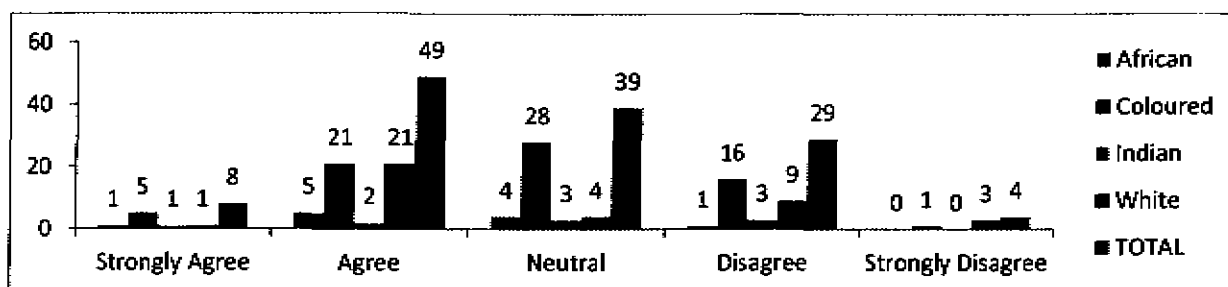
Graph 17: Female Participants –Receive All Support Needed In Job



Relationships play a role in the enhancement or degradation of meaning. Perceptions on ethical behaviours related directly to the personal value systems and beliefs of employees. Respondents were asked if they were happy with the ethical conduct of their co-workers. The findings showed 44% of all females and 61% of all males agreeing. At Senior Management Service level, 53% of females reported being unhappy with their co-workers conduct and only 20% of disabled participants agreed. Thirty percent of all females were neutral to the statement and 26% disagreed with it. By race, White women disagreed at 31%, 10% had remained neutral and 58% agreed which was significantly above the average. Coloured women disagreed relatively in line with the average at 24%, but scored below the average in agreement at 37% where 39% chose to remain neutral to the statement. An equal 33% was recorded for Indian women in agreement, neutral and disagreement, while above average percentage of African women (55%) agreed with the statement. Most of the remaining African women had chosen "neutral" at 36%. This clearly showed diversity in personal value systems between races, with White women being the most confident in their disagreement, the majority of Coloured women neutral and more than half of all African women agreeing or neutral to the statement.

More males agreed with that they were happy with the ethical conduct of their co-workers recording 61%; however a similar number, 24%, remained neutral leaving fewer, 15%, in disagreement with the statement. Even though there were a significant number of males uncertain and in disagreement, the statistics suggested that women see a greater disconnect in values between themselves and co-workers implying that meaning shared was of greater importance to them. In Graph 18, the data yielded from all females participants in relation to co-workers' ethical conduct is depicted.

Graph 18: Female Participants – Happy With Ethical Conduct Of Co-workers



The researcher then sought to understand how positive respondents were that the ethical conduct of their co-workers can be improved. The data revealed that 57% of all females were positive. A similar percentage of all males agreed. African women agreed at 82%, White women at 53%, and Coloured women and Indian women equally at 55%. Of those who disagreed, White women made up the majority disagreeing at 29%. Only 10% of Coloured women disagreed, however 35% had chosen to remain neutral to the statement. Indian women also recorded a high neutral percentage at 44%. In line with their female counterparts, White males recorded an above average disagreement at 18% and a neutral score of 42%. This suggested that designated White groups were least positive about the potential for change in ethical behaviour. African women were most confident in the fact that improvements can be made, however a high neutral score also indicated general uncertainty among women. A greater percentage (76%) of females in Senior Management Services was positive and 60% of all disabled participants.

The environments created also impact on the autonomy of individuals. It is important for the culture of the department to encourage initiative, but equally important is for creativity to exist, that employees have control over time and that they are not overloaded due to the incompetence of another or the lack of access to the human resources function.

The researcher recognised that access to Human Resources personnel is an important resource for senior managers. This is connected to the empowerment principle of support, as this function provides guidance, administrative support and facilitates many “people” processes managers are required to carry out in an already time strapped environment.

Almost half (47%) of all participating females and males perceived that Human Resource personnel were not easily accessible. At Senior Management Service level, 59% found it difficult to access support and 40% of disabled participants felt the same way. By race, African women agreed at 45% and disagreed at 36%. Coloured women agreed at 33% and disagreed at 48%. White women agreed at 39% and disagreed at 47% and Indian women agreed at 33% and disagree at 44%. Comparatively, 47% of all males participating disagreed with the statement, fewer agreed at 32% and 22% had remained neutral. Both males and females generally didn't believe that Human Resources personnel were easily accessed. This suggested that they were unnecessarily constricted to carry out management tasks they believed they needed support in.

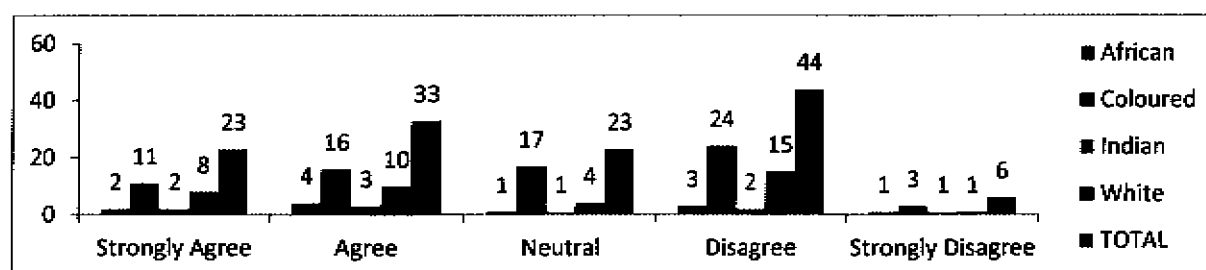
If overwhelmed by workload, employees are less likely to be in control of their own job requirements let alone be proactive in carrying them out. In addition, it is known that bureaucratic and hierarchical environments create passive rather than active work orientations as standard operating procedures are a structural characteristic of such environments limiting autonomy and creating pressure to conform ultimately reducing power and control. It was important to understand how employees perceived their work context in relation to this as it affects their creative decision making as well as their motivation to take the initiative and be proactive in their roles.

It was generally understood that it is through subordinate-superior relationships that tasks are devolved. These should be in line with the job requirements of all employees as per their employment contract; however the research sought to remove the possibility that employees may perceive that the over load and subsequent lack of control they may experience, could be as a result of superiors' incompetency. The reason for this was because it has the potential to add further strain on this critical relationship and be cause for conflict affecting the work climate. When asked about their perceptions of feeling overloaded due to superiors' incompetence, most women (64%) either disagreed, or remained neutral to the statement at 24%. Similar to their female counterparts, males disagreed at 63% and remained neutral at 21%. Of those males in agreement, White and Coloured males agreed at 21% and 18%

respectively. Twenty four percent of females in Senior Management Service felt overloaded due to the incompetency of their superiors and 20% of all participating disabled persons.

Respondents were asked if they were overloaded regularly due to vacancies not being filled within the department to which 43% of all women and 44% of males agreed. Eighteen percent of all female participants remained neutral to the statement. Thirty nine percent of all female respondents disagreed compared to 43% of all males. This indicated males being more confident to take a stance than females. By race, White, Indian and African women agreed above the average. It was clear that it was less the incompetency of superiors contributing to employees being overloaded than it was a lack of human resource capacity within the departments, however it cannot be discounted that a significant number perceived that superiors' incompetency was a reason for work overload. Employees who perceive being overloaded often perceive greater time pressure and a lack of control. This increases job stress and strain and has a positive relationship to absenteeism and high turnover. It also discourages creativity in that employees passively move toward getting the basics achieved. A greater percentage of females in Senior Management Service (65%) agreed that they felt overloaded due to vacancies not being filled within the department and a high 80% of participating disabled agreed. The author provides a graphic presentation of the data retrieved from all female participants of their perceptions on feeling overloaded due to vacancies not being filled within the departments in Graph 19.

Graph 19: Female Participants - Overloaded Due To Vacancies Not Being Filled



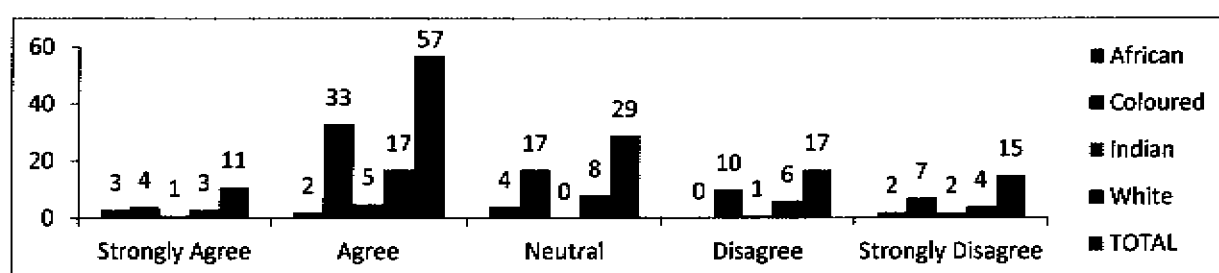
When asked if they were encouraged to take more responsibility in their jobs, 22% of all women remained neutral and 16% disagreed. Fewer males than females believed they were

encouraged to take more responsibility at 52%; however 28% had remained neutral to the statement leaving 20% disagreeing. African males disagreed at 30% which was higher than the average as well as Coloured males who disagreed at 23%. Below the average, Coloured males agreed at 40% and above the average White males agreed at 67%. This indicated that White males and females in general were encouraged to take more responsibility in their jobs. In addition, women seemed to carry a greater burden of responsibility, one which was not translated into movement up the ranks of management. Given that, on average, designated black groups shared similar average years' experience in their current positions; females still outweighed males in lower ranks. Greater responsibility is by no means a negative element as it has the potential to expand an individual's learning. However, the responsibility should be aligned to individual development and result in their upward movement. This was a priority for the Provincial Government of the Western Cape and so efforts should be made to ensure that there is a positive relationship between responsibility and development and that it is not simply a case of making females "work horses" within their environments. Forty seven percent of females in Senior Management Service felt that they were encouraged to take on more responsibility in their positions and 60% of all participating disabled persons agreed.

Recognition is also considered an important element in the motivation of individuals and can be considered a supportive informal or formal structure that exists to reward a job well done. Fifty three percent of all participating females believed they were given recognition for a job well done and 51% of all males agreed. Twenty two percent of all females had chosen to remain neutral and 25% didn't feel that they were recognised for good work. Indian females and White males showed higher than average agreement by gender and race. Only 41% of females in Senior Management Service agreed that they were recognised and 20% of the disabled. White and Coloured women fell in line with the average in agreement. However, Indian women agreed at 66% and African women at 45%, above and below the average respectively. African women recorded the highest neutral value at 36%. Male participants showed 24% disagreement, but were equally inclined to select neutral at 25%. African males showed high percentage disagreement with the statement at 43% which was higher than the approximate percentage shared by their Coloured and White colleagues at 16%. By race, African males

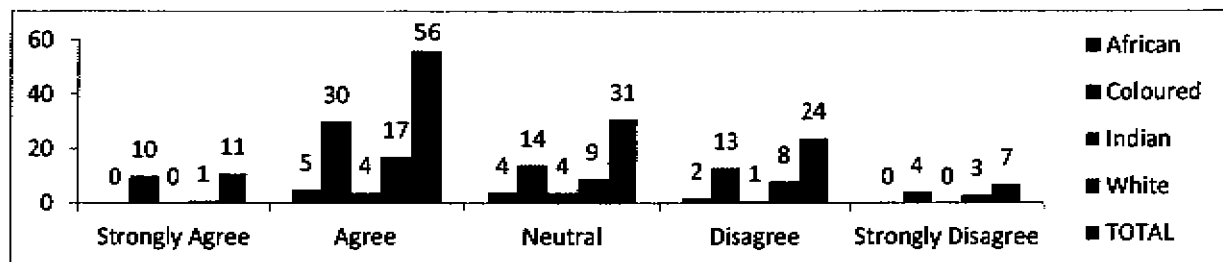
agreed at 34%, Coloured males agreed at 45% and White males at 63%. Ideally, employees should feel confident to agree to the statement showing that recognition is indeed a part of their working experience. The researcher recorded a significant number of respondents in disagreement and high neutral scores. The numbers indicated that designated groups were less likely to be recognised for their work by race and gender. A graphic presentation of the findings for all females is depicted in Graph 20.

Graph 20: Female Participants – Receiving Recognition For Good Work



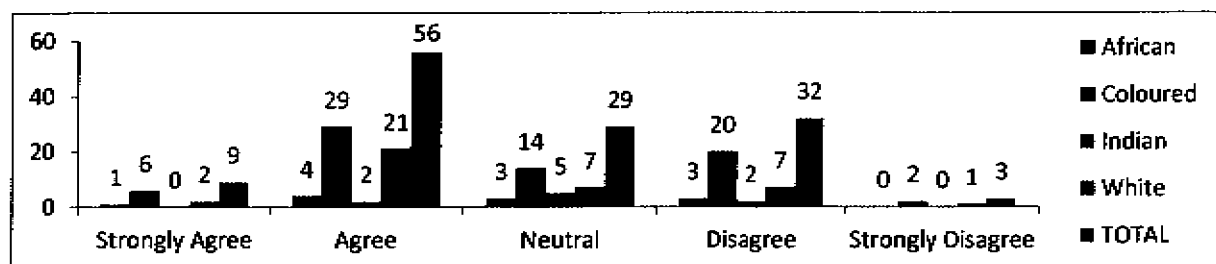
Spreitzer (1995) showed that employee who had access to information generally understood their role in a broader context allowing them a sense of ownership in how they can influence the success of the organisation. Spreitzer (1995) postulated that access to information reduced uncertainty. Having said this, just over half (52%) of all females agreed that obtaining information was easy, 56% of all males agreed. A greater percentage of females in Senior Management Service disagreed compared to data recorded for all females. Only 20% of the participating disabled agreed that it was easy to obtain information. Depicted in Graph 21, 24% of all female respondents perceived that it was not easy to obtain information to do their jobs effectively and when compared, 20% of all males disagreed. Twenty four percent of all females and all males chose to remain neutral indicating a high level of uncertainty in gaining access to information. High levels of neutrality and disagreement suggested that access to information was a concern and a challenge for senior managers and could be seen as a limitation in their ability to be effective in their roles. This has the potential to cause job strain within their environments, as the amount of energy required to be effective impacts on the creativity and energy put into enhancing performance levels and delivering at a higher standard.

Graph 21: Female Participants - Easy To Obtain Information



The researcher posed a question on whether respondents felt that information was equally accessible to everyone to ascertain whether there was discrimination in access to information. Half of all female respondents agreed and 41% of females in Senior Management Service agreed. Only 20% of the disabled believed that everyone had equal access to information. Presented in Graph 22, 45% of African women compared to 49% of Coloured women agreed that there was equal access to information. White women agreed at 60% compared to the total 50% of all female participants. Twenty two percent of all women had chosen to remain neutral and 27% disagreed with the statement. Coloured women showed above average disagreement at 30%. Comparatively only 16% of all male participants are in disagreement, 20% have remained neutral and 64% agreed. A significant number of designated females perceived that there was inequality in the access to information. It was however uncertain as to where or for whom they believed the inequality existed as the question did not allow for such. Males didn't perceive this as often as their female counterparts do.

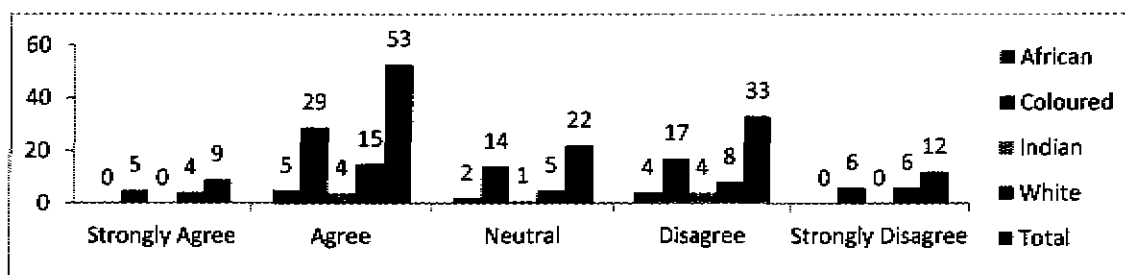
Graph 22: Female Participants - Equal Access To Information For All



As depicted in Graph 23, the fear of victimization existed for 35% of all female respondents when they want to discuss problems they may have in their jobs. Fewer males (20%) perceive

this. Indian and African women and African males agreed at a greater percentage than the average by gender. Forty seven percent of females at Senior Management Service level agreed that they feared victimisation and 40% of the disabled. By race, Coloured women disagreed at 32%, White women at 37%, Indian women at 44% and African women at 45%. Comparatively by gender and race, African males disagreed at 39%, Coloured males at 19% and White males at 15%. The highest neutral value was recorded for Coloured males at 34%. Coloured women also displayed above average neutral weighting at 20% where the average for all females was 17%. The fear of victimisation was a factor for both men and women in the Provincial Government of the Western Cape, however more so for females than for males. High neutral scores recorded for both males and females may be evidence of this.

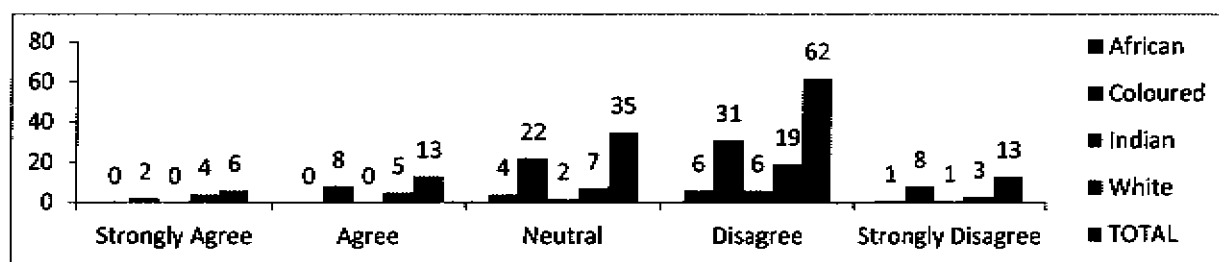
Graph 23: Female Participants – Fear Of Victimisation



More females (64%) than males (55%) agreed that conflict occurs between co-workers. White and Coloured women scored the highest percentages in agreement at 71% and 63% respectively. Comparatively by gender, 55% of all males agreed and 24% chose to remain neutral. Coloured males agreed at 67% and White males at 50%. These two race groups made up the majority of men in agreement. Eighty eight percent of females at Senior Management Service level agreed and 60% of the disabled. This suggested that greater levels of tension were experienced in higher ranks. Although the statement did not reflect individual levels of conflict, most females agreed that conflict existed in their environments. Conflict is a natural part of any organisation and its existence does not necessarily mean that it has negative implications for the individual or the collective. However, findings clearly showed that conflict affects the level of support from superiors and subordinates alike implying that it did have a negative impact on relationships.

Respondents were asked if they felt that their work was regularly sabotaged to which most female participants disagreed; however 27% had remained neutral leaving 15% in agreement with the statement. Similarly, 15% of all males agreed, 24% remained neutral and 61% disagreed. By race, shown in Graph 24, Coloured and White women were the only two race groups who had agreed with the statement, White women at 24% and Coloured women at 14%. A high percentage of African women remained neutral at 36% and most Indian women disagreed at 78%. For male participants by race, 22% of African males agreed to their work being sabotaged regularly. Coloured and White males agree at 13% and 15% respectively. The sabotaging of work is an extreme form of disempowerment affecting the perceived competency of individuals. The 15% recorded agreement was significant enough a number to indicate that this level of disempowerment does exist for men and women within the Provincial Government of the Western Cape. By race and gender it was White females and African males who experienced this at the highest level. Similarly, 15% of females in Senior Management Service agreed that their work was regularly sabotaged and 40% of all disabled participants agreed suggesting a very real problem for the disabled and their ability to perform.

Graph 24: Female Participants – Work Is Regularly Sabotaged



Concerning leadership, empowered individuals are transformational, engaging and utilize upward-influence in tasks with superiors. As a result of this they often report contributing to substantive and transformational change when it is required of them. The reason empowered employees are less resistant to change is that they perceive the organisation as an able system when challenges occur. They are thus generally more innovative in their approach and not afraid to try new ways of meeting challenges. Their charisma is generally valued by followers and the result is an increased ability to bring about change.

For this reason, the researcher posed the question on whether change was perceived as important in the department. In response, 93% of all women agreed. In comparison, 85% of all males participating agreed. This indicated that males were more change averse than females. Even though both genders recorded high scores positive toward change, females displayed greater potential for transformational leadership thinking. All females at Senior Management Service level and all participating disabled persons agreed that change is important. Further to this, 58% of all women were in agreement that provincial level bureaucratic structures impede change. A significant percentage of all females (32%) had remained neutral. In line with their female counterparts, 58% of all males were in agreement, 26% were neutral leaving 16% in disagreement. Forty seven percent of females at Senior Management Service level and 40% of all participating disabled persons agreed. Where change was seen as important by most groups, it appeared that the bureaucracy at provincial level was seen as less of a change inhibitor by more senior ranks than others.

Environments that are pro-initiative are those in which creativity flourishes and change is possible. Respondents were asked whether they perceived the department encouraging initiative. Sixty percent of all females agreed, 22% were neutral and 18% disagreed with the statement. Comparatively by gender, 56% of all males agreed, 32% were neutral and 12% disagreed with the statement. By race, African females showed the highest number (27%) in disagreement. Similarly, African males disagreed at 26% which was above average. High neutral and disagreement scores recorded suggested that the culture of initiative for many exists at the level of superior-subordinate relationship and was not necessarily experienced by all at departmental level. By race, African males and females recorded the highest disagreement suggesting that a culture of initiative taking was less prevalent at lower levels of management. Females at Senior Management Service level agreed at 65% and 80% of all participating disabled persons agreed, showing higher positivity among these two groups. The findings showed that females in general felt that the department in which they worked encouraged initiative; however greater positivity was reported from higher ranks.

Research has shown hierarchical structures to often discourage initiative and bureaucracy to impede change, usually producing a mindset of maintenance rather than change. The researcher posed question to ascertain the manner in which these elements were perceived among senior managers. When employees were asked if hierarchical structures discouraged initiative, 54% of all women agreed, 26% were neutral, and 20% disagreed. African woman agreed at 72% which was above the average agreement. Of all males participating, 53% agreed, 26% were neutral and 21% disagreed. By race, all males fell within the average. Further, the researcher attempted to understand the level of transformational leadership thinking. With this in mind, approximately half of all participants were inclined to see that the structures they operated in were not conducive to innovative thinking. Similarly, 53% of females at Senior Management Service level and 40% of all participating disabled persons agreed that hierarchical structures at departmental level discourage initiative. While it is important for all levels of management to be innovative and creative leaders, senior ranks are critical in that they generally have the kind of power to steer culture and guide many more subordinates toward creative and proactive approaches to improving their performance.

Trust is seen as an important element in the working context. Where trust is given or felt, people are more comfortable taking ownership and using their initiative. This is linked to the psychological empowerment principle of competency, the confidence people have in their ability to do a job well. The researcher asked respondents if they felt they were trusted to use their initiatives, to which 79% of males and females agreed. Twelve percent of males remained neutral and 15% of females. Of those males disagreeing, African males recorded the highest percentage at 26%. Generally employees, both male and female, perceived a culture of initiative-taking within their environments. Similarly, females in Senior Management Service (76%) agreed that they were trusted to use their initiative and 80% of all participating disabled persons agreed.

Creative action is often enabled by access to certain resources. Financial support is critical in instances where senior managements' are willing and able to be creative and autonomous in the achievement of objectives and willingness to improve performance. An additional element

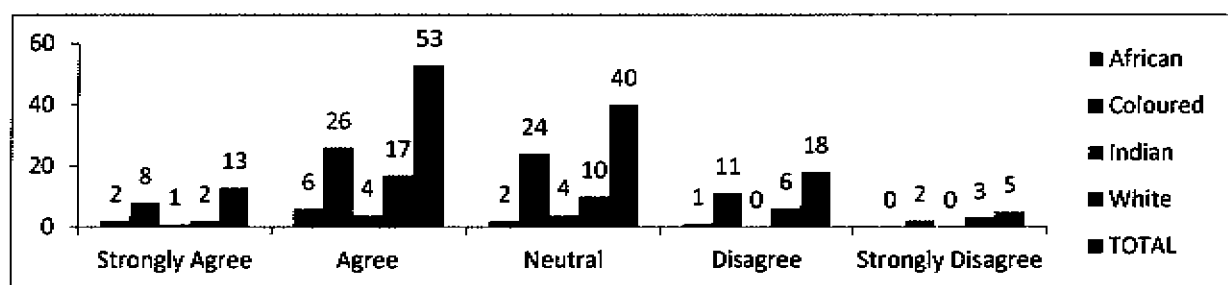
considered by the researcher was whether political constraints were a factor in gaining financial access. If this were the case, then structurally, the system would be discouraging initiative. When asked if political constraints hamper access to funding, 16% of all females and 24% of all males agreed. Only 6% of females in Senior Management Service agreed and 20% of all disabled participants. High neutrality was recorded where 48% of all females remained neutral and 43% of all males. Thirty six percent of all females disagreed with the statement compared to 33% of all males. By race, the majority (66%) of Indian females chose to remain neutral where Coloured and White females fell within the average. Sixty four percent of African females disagreed compared to 43% of African males. Eighteen percent of White females agreed to the statement compared to 25% of all White males. Forty nine percent of Coloured females remained neutral in line with their male counterparts. It appeared that the perception that politics constrains access to funding was not widely held. High neutrality scores however indicated uncertainty in responding. White males recorded the highest agreement and given that they occupied a large percentage of the high level management positions, it suggested that the higher the seniority the greater awareness around the relationship between political constraints and funding.

Working climates that are high in trust encourage self-determined individuals and so leadership. Respondents were asked whether they felt they were trusted to decide on the best way of carrying out their jobs to which 79% of all female participants and 77% of all males agreed. Thirteen percent of all women and all men remained neutral. More respondents felt that they were trusted to decide the best way of carrying out their jobs than agreed they have the power to make decisions that affect their jobs. This suggested that they had significant input into these decisions. Seventy six percent of females in Senior Management Service believed that they were trusted to decide the best way of carrying out their jobs and 80% of all participating disabled persons agreed.

Employees need to feel like they are having an impact on their surroundings and the outcomes of the organisation. A measure of this is the extent to which they are involved in the strategic, operational and administrative decision making of the organisation; more specifically, that which is beyond their scope of work. The researcher posed a question on the input individuals

had into decision-making over and above the scope of their jobs. Reflected in Graph 25, a significant number of female respondents, 51% agreed with the statement, 31% remained neutral and 18% disagreed with it. Comparatively a lower number of male respondents remained neutral at 19%, a greater number agreed at 69% leaving 12% disagreeing. The data showed that more males were included into the decision making process than females were. This also suggested that males were more empowered through the development of higher level thinking as they were integrated into the greater system. A greater percentage of females at Senior Management Service level (76%) agreed compared to the data yielded from all females revealing that inclusion in this way is more likely within higher ranks. Theoretically, this means that lower ranks are less inclined to see the broader context in which they work and therefore less likely to see the impact of what they do in the organisation. Sixty percent of all participating disabled persons agreed.

Graph 25: Female Participants - Input Into Decisions Above Scope Of Work



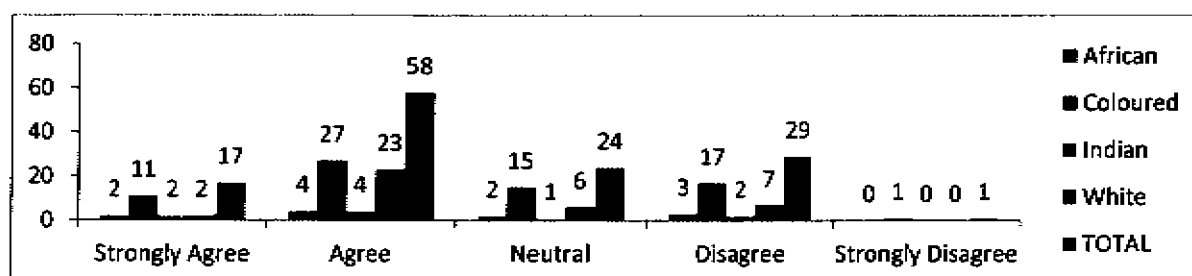
Individuals who perceive they have an impact with what they do usually perceive change as important within an organisation, the challenge the status quo and push boundaries and they do this because they are innovation oriented. In times of crisis, they usually feel empowered and moved to action. The researcher endeavoured to understand how the participants perceived their environments in relation to this and so asked respondents whether they felt standard operating procedures promoted conformity in the workplace where standardization of activities is seen as a strong characteristic of government institutions. Thirty six percent of all women agreed and 29% were neutral, leaving 36% in disagreement. Higher than the average, White women agreed at 53%. Below the average, Coloured women agreed at 25%. Thirty nine

percent of all males agreed with the statement, 26% were neutral to it and 36% disagreed. The scores showed that generally employees were split on the subject of standard operating procedures promoting conformity; however a significant number of males and females perceived that there was space for a more unconventional approach to operating within their environments. At Senior Management Service level, 24% of all females agreed and 20% of all participating disabled persons. This reflected a different relationship to procedure at lower levels of management. It appeared that higher ranks were more positive toward standard operating procedures which suggested they were less innovation oriented.

Further to this, almost 60% of all women believed they could challenge the status quo in their jobs. A similar number of all males agreed. Twenty two percent of all women chose to remain neutral to the statement and 27% of all men. The ability to challenge the status quo was not considered possible for a significant number of respondents indicating a culture of maintenance rather than innovation. Sixty five percent of females in Senior Management Service believed that they were able to challenge the status quo in their positions which was slightly more positive in terms of change and creativity. Forty percent of all disabled participants agreed.

When it comes to pushing boundaries, Graph 26 shows that 58% of all women and 57% of all men agreed that they were able to. Nineteen percent of all women were neutral compared to 30% of all men. White women agreed at 66% in line with African males who recorded a higher than average agreement. Similar to the statistics yielded from the question of challenging the status quo, pushing boundaries in the working environment was not something many employees perceived that they were able to do nor were they comfortable enough to agree on being able to do. A greater percentage of females at Senior Management Service level (71%) felt that they were able to push boundaries in their environments and 40% of all participating disabled persons agreed. The data revealed that higher ranks were more inclined to push boundaries than challenge the status quo within the organisation. Pushing boundaries may be perceived as a "softer" approach to change.

Graph 26: Female Participants - Pushing Boundaries In The Working Environment



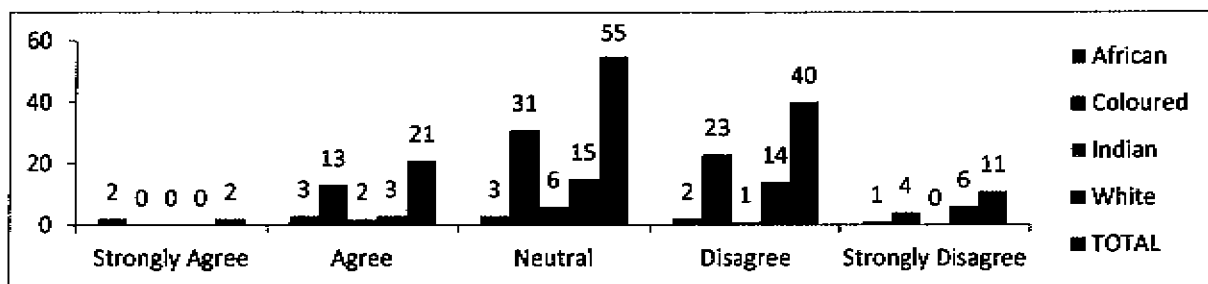
5.4.3.1. Affirmative Action Policy

Affirmative Action policy aims to increase representation of designated groups within organisations. It has contributed to greater diversity within the Provincial Government of the Western Cape which impacted on the workplace culture, among other elements, within various departments. More specifically, it brought diversity in personal value systems which have had an influence on relationships. With Affirmative Action policy being such a prominent feature in the South African work context, it was necessary to ascertain whether employees perceived the diversity that it brought as having a negative impact on productivity or service delivery within the Provincial Government of the Western Cape.

Respondents were asked if they believed Affirmative Action policy has a positive effect on departmental culture. In response, 40% of all females and 44% of males disagreed. High neutral values were recorded for all female participants at 43%. Similarly, 35% of all males chose to remain neutral and 44% were in disagreement with the statement. Above average scores were recorded for White females in disagreement at 53% and White males at 70%. African females agreed with the statement at 45% and African males at 48%. Coloured females recorded a high neutral value of 44% and Indian females at 67%. Coloured females disagreed with the statement at 38% and Coloured males at 31%. Coloured males fell in line with their female counterparts choosing to remain neutral at 46%. Males were more confident than females in their belief that Affirmative Action policies do not have a positive effect on culture, White groups were most disagreeing. By race, designated White groups disagreed at the highest percentage. At Senior Management Service level, 35% of females disagreed and 20% of the

disabled respondents disagreed. The findings showed that many respondents were not comfortable to take a positive or negative stance on the question. However significant percentages from all groups and ranks perceived the policy to have a negative impact of departmental culture. The researcher provides a graphical presentation of the data retrieved for all participating females in Graph 27.

Graph 27: Female Participants - Affirmative Action Policy Has Positive Effect On Culture



To the question of Affirmative Action policy being a threat to service delivery, White females agreed at 47%, Coloured females agreed at 28% and African females disagreed at 73%. Coloured females score relatively evenly with 35% in disagreement and 37% neutral with the statement. Coloured males agreed at the same percentage as their female counterparts, 31% remained neutral and 40% disagreed with the statement. Most Indian women remained neutral at 55% with those in agreement and disagreement evenly split. African males showed high disagreement at 78%. At Senior Management Service level, 47% of females disagreed and 20% of the disabled respondents agreed that it was a threat to service delivery. The perception that Affirmative Action policy negatively affects service delivery was mostly held by White groups. Coloured groups were highly neutral and the majority African groups were positive about the policy and its impact on service delivery.

Further to this respondents were asked a similar question around performance. The researcher asked if they perceived that Affirmative Action negatively impacted departmental performance. Their response was very close to that yielded in the previous question on the policy being a threat to service delivery. The findings showed 32% of all women in agreement, the same percentage of women who had chosen to remain neutral with 35% disagreeing. Coloured

women presented below the average in agreement at 27% as well as African women at 18%. White women record above average agreement at 50%. Of those in disagreement, Coloured women scored in line with the average and White women below the average at 21%. African women presented above the average at 82% in agreement. Male respondents agreed at 40%, 28% were neutral and 32% disagreed. By race, White males recorded above average agreement at 62%, Coloured males below the average at 33% and only 4% of African males agreed. Seventy percent of African males disagreed with the statement, Coloured males fell in line with the average and White males disagreed at 18%. It was clear that designated White groups were generally more negative toward the Affirmative Action policy than designated black groups. African groups were the most positive about the policy.

5.4.3.2. Perceptions On Gender

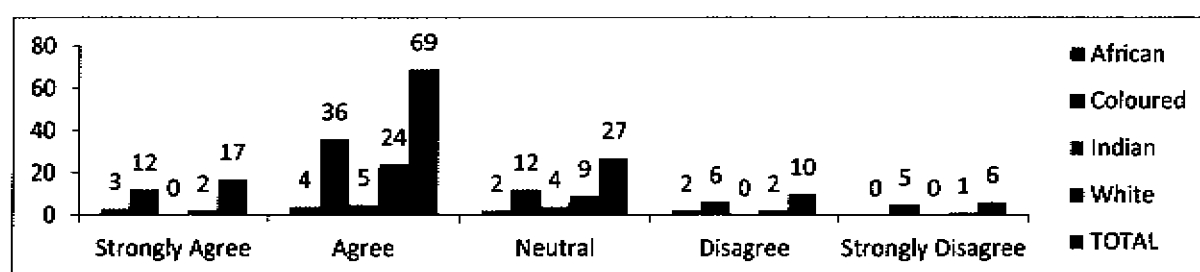
Providing designated groups with the opportunity to learn and grow was a legislative requirement as was discussed in Chapter three. The Skills Development Act, 1998 (Act 97 of 1998) pursues the development of the South African workforce in a way that improves their quality of life, access to a broader scope of work and mobility in the workplace. Moreover, it is a strategic goal within the public service to create an environment that consistently plans and budgets with a gendered lens. Should this be adequately implemented, the outcome proposed is twofold, it ensures that the public service meet equity targets as well as improves the level of service delivery that research has indicated women are a necessary contributors to. As a result, the researcher sought to identify potential barriers from a gender perspective and inquired into perceptions respondents had on the prevalence of a “glass ceiling” for women in the workplace and more generally whether career development opportunities were equitably afforded to both genders.

Respondents were asked if they perceived that they have equal opportunities in career development as the opposite sex to which 66% of all females agreed and 60% of females in Senior Management Service agreed. Designated Coloured women shared the average agreement at 67% and African women agreed at 63%. Designated White women agreed at 68%,

slightly above the average and Indian women were positioned below the average at 55%. There were no Indian women who disagreed with the statement; however 45% opted to remain neutral.

A score of 47% agreement was recorded for all participating males. White males recorded the highest percentage in disagreement. Twenty five percent of the total had chosen to remain neutral and 29% did not believe this to be true. A significantly high percentage (80%) of the disabled disagreed. Again, a high level of neutrality was recorded. However, a difference was noted in how many were comfortable to disagree with the statement. White males recorded the higher levels of disagreement perhaps because the Affirmative Action policy excludes them from being prioritized in the workplace. Equitable career advancement relates directly to the prevalence of a “glass ceiling” for women in the workplace. It was clear that significant percentages of designated groups, namely females and the disabled particularly perceived that equal opportunity in career development was not afforded to them. This suggests that those who had remained neutral to and were in disagreement with the question felt they were disempowered by way of opportunity to learn and grow. The perception of all female participants is presented in Graph 28.

Graph 28: Female Participants – Men And Women Have Equal Opportunities In Career Development

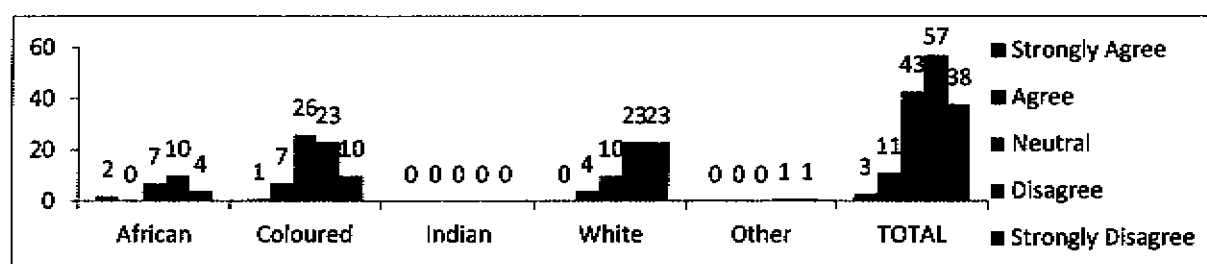


A more specific question was posed, the question of a “glass ceiling” existing for women, to which 23% of all females agreed that such a structural form exists. Only 11% of all participating males agreed indicating a gendered difference in perception of the “glass ceiling”. Females in Senior Management Service agreed at 31% which was greater than the data recorded for all

participating women. This suggested that the barrier to career advancement was perceived to a greater extent in higher ranks. None of the participating disabled agreed that a “glass ceiling” existed, however 40% were neutral to the question. Interestingly, 32% of all female participants compared to 28% of all male participants had chosen to remain neutral to the statement. By race and similar to the average, 31% of Coloured women had remained neutral, 47% disagreed and 21% agreed that there was a “glass ceiling” for women in their respective departments. The high level of neutrality indicated uncertainty or discontent on the part of the respondents in answering the question with conviction. Alternatively it may have been the result of a fear of victimization felt by participants. The perception of the “glass ceiling” existing was felt more by females than males.

It was clear through the analysis of the demographic data that occupational segregation that exists within the Provincial Government of the Western Cape. Adding the 23% of female participants who were comfortable enough to agree with the statement, the findings showed that certain factors were perceived to exist that limit the advancement of females. In Graph 29, the perception of all males is depicted.

Graph 29: Male Participants – A “Glass Ceiling” Exists For Women

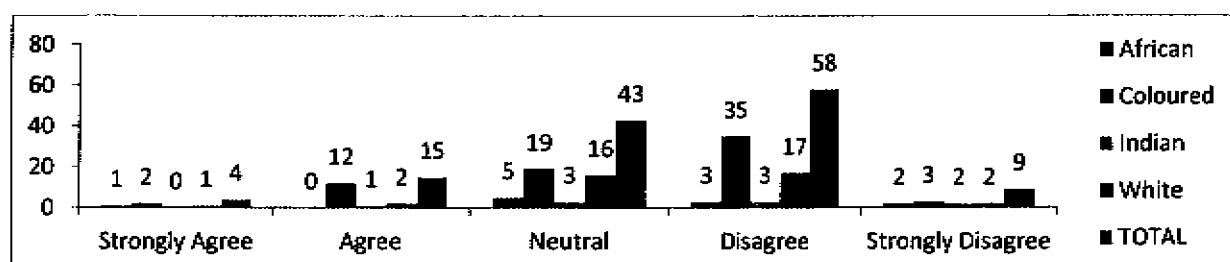


Occupational segregation is seen in the international development arena as one of the barriers facing women in employment. There are two ways in which women are experiencing this, horizontally and vertically. Horizontal segregation is explained as barriers to scope of occupation, where women are limited to more traditional roles and occupations i.e. human resources. The data provided in Tables 10 and 11 of this chapter, pointed to vertical segregation, where women faced barriers to moving into more senior management roles. It

showed that majority of women in the Provincial Government of the Western Cape occupied the positions of Assistant Director and Deputy Director generally. Even though there were more positions available under these titles, there were still a greater number of women than there were men. This has a direct impact on the salary level women fall into. President Jacob Zuma of South Africa stated in a public address on National Women's Day in 2010, that the country was not achieving the level of gender parity as was required. He also said that the public service had done well at provincial level in terms of representation, however more needed to be done to increase the number of women at senior management level (Bathembu 2010).

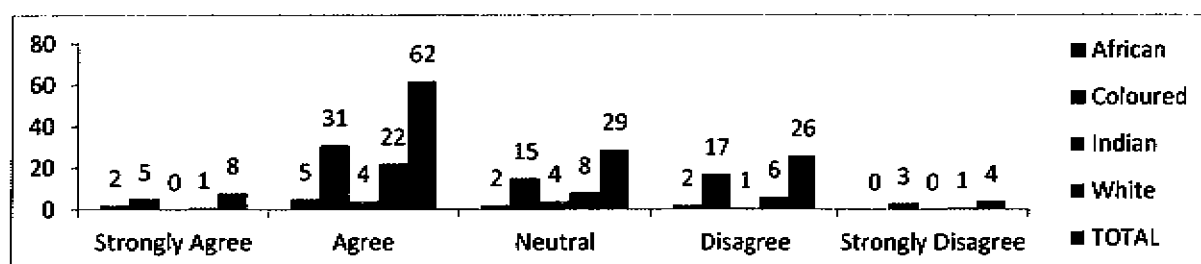
To ascertain whether gendered discrimination in career development had a political nature, the researcher posed the question to which 15% of all females and 7% of all males perceived that departmental politics favoured the professional development of men over women. It appeared that more high-ranking females (30%) perceived this to be true than those at lower levels of management. Interestingly, none of the disabled participants agreed, however 60% were neutral to the question indicating a high level of uncertainty or discomfort in choosing a positive or negative stance to the question. The researcher has provided a graphic presentation in Graph 30 of the perception all females had in relation to departmental politics favouring the professional development of men over women. In addition, the findings showed only 7% of all males participating in agreement implying that the political dynamic was perceived to a greater extent by women than it was by men. By race, Coloured females agreed at 20% displaying the greatest percentage of all females compared to Coloured males who agreed at 10%, the greatest percentage of all males in agreement. Fifty percent of White females disagreed with the statement and 42% had chosen to remain neutral. Compared with their male counterparts, White males disagreed at 35% and 52% had chosen to remain neutral. Seventy eight percent of African males disagreed compared with 45% of African females. An equivalent number of African females had remained neutral as those in disagreement. There was a high level of neutrality recorded indicating uncertainty or a fear of victimization.

Graph 30: Female Participants - Politics And Professional Development Of Men Over Women



Competency is one of the four psychological pillars of empowerment postulated by Sprietzer (1995) to represent the active perceptions of individuals in their working environments. As previously mentioned, it relates to the confidence individuals have to perform their jobs well. While the psychological perspective considered the intrinsic motivations of individuals the same holds true at a social-structural level. If confidence has a positive relationship with competence, then perceiving another as confident means that a positive measure of perceived competence is directly attributed in the other. Trust has also been noted to be a critical element in the nurturing of confidence and so perceptions of competence in individuals. It is therefore important that individuals are trusted to do a job well. As depicted in Graph 31, 54% of all females and 63% of all males felt that men and women display equal confidence in carrying out their duties. Forty seven percent of females in Senior Management Service agreed and 20% of the disabled participants agreed. Twenty two percent of both females and males remained neutral, leaving 23% of all females and 14% of all males disagreeing. Males were generally more confident about confidence being equally displayed between the genders. The high neutrality recorded indicated a significant level of uncertainty in how confidence was perceived by gender.

Graph 31: Female Participants - Men And Women Display Equal Confidence In Duties



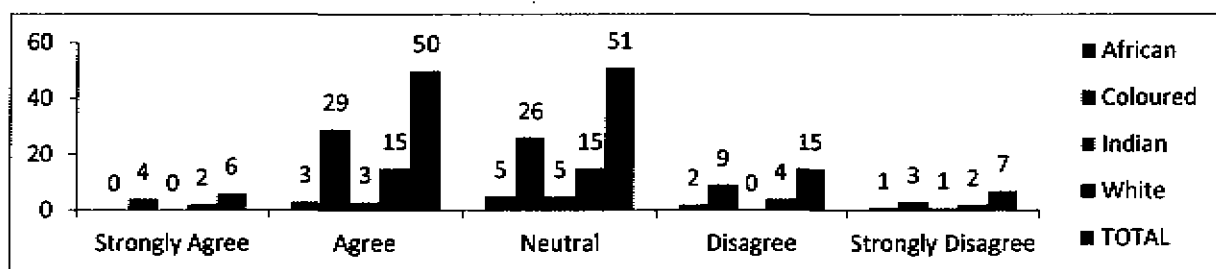
Extending on the competency theme, the researcher posed a question on the perceptions individuals had on whether men and women had equal impact on outcomes. The findings showed that 69% of all women agreed, 22% were neutral and 9% were in disagreement with the statement. A greater percentage of males, 84% agreed and 11% had remained neutral. The question did not indicate whether respondents perceived women to have greater impact on outcomes than men or vice versa. However, females participating were the only group confident in their disagreement albeit 9%. This suggested that females perceived a gender difference in impact on outcomes, more so than males did. Seventy one percent of females in Senior Management Service agreed that men and women have equal impact on outcomes and 60% of all participating disabled persons agreed. It was clear that there was a distinctive difference between the perceptions of all three demographic groups and their perceptions on impact between genders.

In addition, senior managements' ability to access funding is critical in their ability to take ownership and be creative and autonomous in their achievement of objectives. The researcher also sought to understand whether political constraints were a factor in financial access.

The question on whether men and women receive equal political support for their initiatives has implications for empowerment by way of access to support as well as for discrimination by gender. The question did not ask whether females received more support than males; however a difference perceived would imply discriminatory practice. Further, support for initiatives impacts directly on the leadership development of individuals in senior management positions. In response to the question, 17% of all females disagreed and 43% agreed. Twenty nine percent of females at Senior Management Service level believed that political support was unequal. Twenty percent of the disabled disagreed. High levels of neutrality recorded for the disabled and all participating females indicated uncertainty at lower levels of management. Additionally, a significantly high percentage of all women (40%) chose to remain neutral to the statement. By race, 27% of African women agreed, 45% had chosen to remain neutral and 27% were in disagreement. Coloured women showed above average agreement at 49% and a below average 36% remained neutral with 17% disagreeing. Forty five percent of all designated White women

agreed, 39% were neutral and 16% disagreed. Females were less positive than males that there was equal support for initiatives between genders indicating a gap in the perceived level of support on a political level. African females felt most strongly about this. Male participants agreed at 57% overall showing that more females than males perceived an unequal distribution of support by gender. Fewer males had chosen to remain neutral at 30%, although still a high percentage. The 14% who disagreed was lower than those females in disagreement. The neutral values for males by race differed. Twenty six percent African males had remained neutral, 42% of Coloured males and 18% of all designated White males had remained neutral. African males agreed at 43%, Coloured males at 40% and White males at 75%. High neutral values may be the result of a fear of victimization recorded by both females and males. Alternatively, respondents may not have been aware of inequality in political support given the level of management they occupy. The perception all participating females held is depicted in Graph 32.

Graph 32: Female Participants - Equal Political Support For Initiatives Between Genders



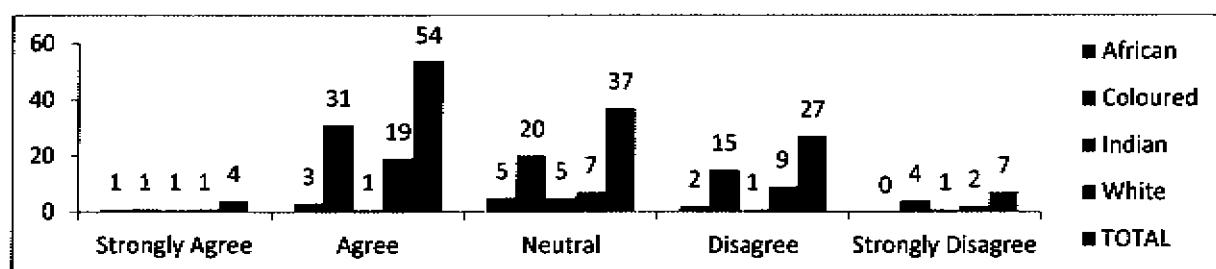
Access to support is a social-structural empowerment pillar, as is the access to information and resources. Each of these is intricately connected to the ability of individuals to develop through the opportunities to learn and in turn the leadership capacity that they are able to develop and provide.

The majority (75%) of all females believed that men and women have equal access to information. Fewer females (64%) in Senior Management Service didn't perceive access to information to be gendered. Forty percent of the disabled agreed that men and women had equal access to information. By race, 75% of all Coloured women, 73% of all African women and

82% of White women agreed. A relatively low 12% of all female participants chose to remain neutral showing greater certainty in the equitable distribution of access in information between genders. In comparison, 86% of all male participants agreed with the statement. Even though a greater number of females perceived that not everyone has equal access to information, most participants agreed that access was not gendered.

It was also important to understand whether or not there was any gender bias when it came to the allocation of additional staff where management felt it was needed, human capital being a resource critical to enhancing capacity should change and initiative require it. Gender biases, if any, indicates the conscious undermining of women's needs and ultimately their success, development and efficacy. When asked if men and women had equal access to additional staffing if needed, 45% of all females and 58% of all males agreed. Fewer females (41%) at Senior Management Service agreed and 60% of disabled persons agreed that they did. African males disagreed at 26%, in line with the female average. Coloured males disagreed at 18% and White males at 15%. Coloured males held the highest recorded neutral value at 33%, above the average for males. In Graph 33, the research presents the perception of all female participants in relation to the question of equality in access to additional staffing.

Graph 33: Female Participants - Men And Women Have Equal Access To Staffing



The question of whether respondents felt that men and women have different organisational values, relates directly to perceptions participants had regarding the difference between meanings shared within the organisation. The findings showed 36% of all females and 29% of all males agreeing. Forty one percent of females in Senior Management Service agreed and 40% of the disabled participants. Of all participating females, 36% had remained neutral and 26%

disagreed with the statement. In comparison, 36% of all males remained neutral and 36% disagreed. By race, African males agreed at 52% and African women disagreed at 55%. White female agreed at 45% and White males disagreed at 57%. Coloured males and females had remained neutral at 42% and 39% respectively. A greater number of women to men believed that value systems were gendered. More males believed that there was no difference which in itself indicates a difference in perception around organisational values. Given that most White males occupied higher management ranks and they disagreed at the highest percentage compared with females in Senior Management Services who agreed at the highest percentage, indicated that the greatest perceptive difference was felt in the higher ranks. A difference in value systems is important because it impacts on relationships in terms of work ethics and the motivations between genders.

Time as a resource is also an important factor in the ability of senior management to deliver on their objectives effectively. Research has found that women perceived greater time pressures in their working environments as they often carry a heavier burden of responsibility personally, affecting the time and focused energy they have within the working context. Respondents were asked if they perceived that both men and women have enough time to carry out their tasks effectively. The findings showed 21% of all females and 17% of all males disagreeing. Forty one percent of females at Senior Management Service level disagreed and 20% of all disabled participants. However, 46% of all women agreed that men and women have enough time to carry out their job tasks. A high 32% remained neutral coupled with the 21% in disagreement indicated a significant percentage perceiving a gender difference in the time available to complete tasks. In comparison, 58% of all males agreed, 25% remained neutral and 17% disagreed. It was in this question that a gendered difference of perception was revealed. Females generally believed that they were more time constrained than males.

Relational support has been shown to be critical to psychological empowerment principles such as meaning. It was thus important to ascertain whether support was gendered because discriminatory practice is often imbedded in the culture of organisations. The findings showed 70% of all females agreeing that they received sufficient support from the opposite sex, a

percentage shared by females at Senior Management Service level. Most participating males agreed at 82% and 60% of the disabled agreed. It was clear that males experienced greater support from their female counterparts than females do. This could be the result of a difference in the perception of what kind of support is valued by different genders. It could also suggest that gender stereotyping has resulted in less women being given developmental attention than men.

5.4.4. Training And Development

Access to the right kind of resources is critical to the empowerment of individuals. For example, the senior managers of the Provincial Government of the Western Cape require the kind of management training that allows them to maximize their effectiveness in their jobs. Training and development as a knowledge and skills resource could be dictated by the politics governing the immediate environment and/or the greater environment as is the case with the Affirmative Action policy. It was understood by the researcher, that perceptions motivate actions and depending on the feelings respondents had toward the Affirmative Action policy, the actions of decision makers may influence the political or cultural environment concerning training and development. The researcher posed questions relating to politics versus policy given the legislative parameters in which the provincial departments were bound. A highly political environment that dictates access to this resource means that those with power and influence are required to make decisions about who is afforded access to this resource in a public sector duty-bound to implement policy for the development of designated groups.

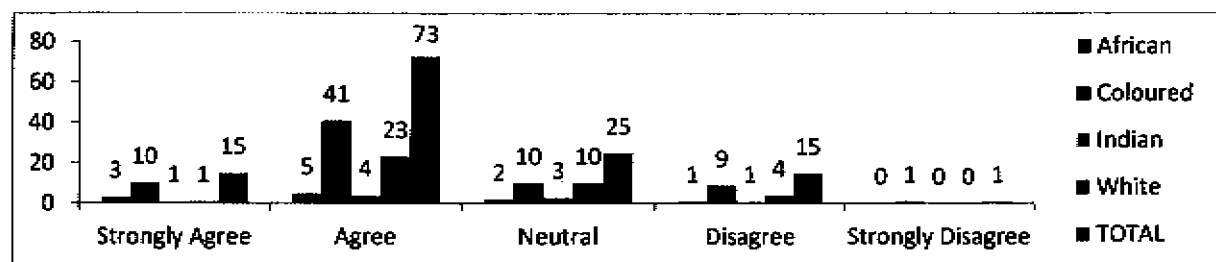
Firstly, the researcher sought to understand how participants perceived the use of their knowledge in the current roles. Coloured and White females formed the majority of females who disagreed that they were using all the relevant knowledge they have in their jobs. Of those that disagreed, 57% were designated Coloured women and 29% were designated White women. The data showed 74% of all females in agreement and those in Senior Management Service showed 82% agreement. Only 40% of disabled persons agreed. Only 12% of all women chose to remain neutral indicating that most were comfortable selecting a positive or negative

answer to the question of usable knowledge. The high percentage of Coloured women disagreeing, although not high overall, may be an indicator of the low level of challenge they indicated to experience in their jobs.

A greater percentage (79%) of all females believed they were increasing their knowledge in their current positions. Even more females in Senior Management Service (88%) agreed that their knowledge was expanding. The disabled agreed at 60%. Approximately 76% of all females, a percentage shared by those in Senior Management Service, agreed that they were developing new skills in their roles. The disabled agreed at 80% and only 9% of all women disagreed. This was important as it showed that growth was being felt among most participants, which corroborates the findings yielded in workplace challenge.

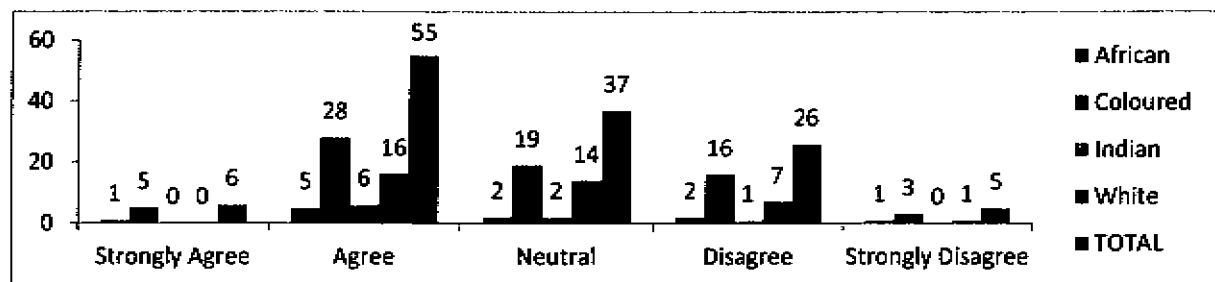
Training being perceived as relevant is important for employees because it impacts on the extent to which they are involved in the learning and utilise it in the workplace. It is also concerned with the meaning employees attach to it. The findings showed that 68% of all females perceived that the training they received was relevant to their jobs. Their male counterparts agreed at 59%. At Senior Management Service level, 53% of females agreed and 60% of disabled persons agreed. This suggested that a significant number across all groups were not finding relevancy in the training provided and so one could make the assumption that there was low involvement and low meaning attached for those participants. By race, 73% of African women, 72% of Coloured women, 55% of all Indian women and 90% of all White women agreed. This may suggest a mismatch in training decisions. The environment may dictate, without participatory processes, the training needs of individuals. Where individuals are not able to contribute to and influence their training and development, they are less likely to take ownership of the knowledge attained and be motivated by it. They may see it as a waste of time and become despondent in the lack of control they have in deciding on the direction of their development. The relevancy of training received for all females is depicted in Graph 34.

Graph 34: Female Participants - Training Received Is Relevant



Critical to the development of management specific capability, respondents were asked if they perceived that they received adequate management training. Forty seven percent of all females agreed and 51% of all males agreed. Seventy six percent of females in Senior Management Service agreed and 60% of all participating disabled persons agreed, indicating that greater focus was placed on higher ranking employees in terms of management training. High neutral values were recorded for females and males at 29% and 28% respectively for all participating. Twenty four percent of all women disagreed and 20% of all males disagreed. By race, African women agreed at 55%, Coloured women at 46%, White women at 42% and Indian women at 67%. Of those in disagreement, Coloured women scored 27%, White women 21% and African women 27% showing the lower ranks less positive about receiving the appropriate development in management capability. Coloured males made up the highest of those that disagreed with the statement at 25%. In addition, a significant number of designated black females believed that they received inadequate management training which aligns with opportunities to learn and grow within their environments. Legislatively, they should be first in line to receive adequate skills development and training and yet high scores were recorded in disagreement as well as high neutrality indicating uncertainty. In Graph 35, the researcher presents the findings yielded for all female participants regarding management training.

Graph 35: Female Participants - Management Training Is Adequate

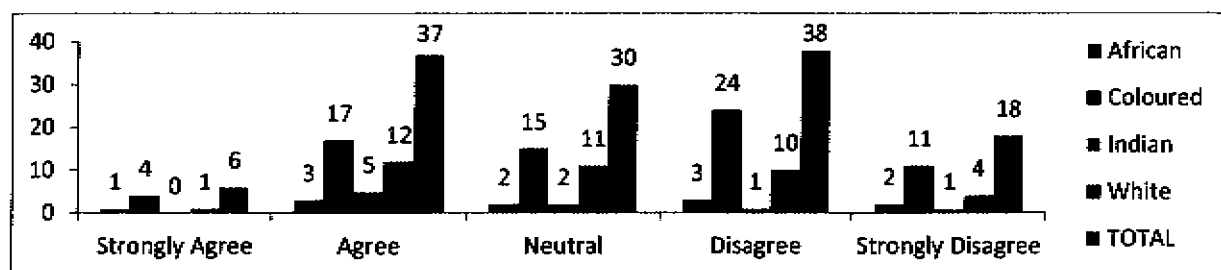


Fifty seven percent of all females disagreed that individual training and development was dictated by politics rather than policy and 65% of females in Senior Management Service. Twenty percent of all disabled participants disagreed. However the findings showed that 16% of all women were in agreement that training and development was dictated by politics and not policy. Coloured women presented below the average at 13% and White women above the average at 26%, suggesting that this may be perceived more in higher ranks. Twenty seven percent of all women had chosen to remain neutral and by race, all groups fell in line with the average. Indian and African women scored above average results at 67% and 64% respectively of those in disagreement. Even though those females in disagreement recorded low scores, the significant number who had chosen to remain neutral indicated that perhaps there was a knowledge and communication gap in terms of what departmental training and development policy entails.

Not often found within organisations as a formal system of development, research as shown that mentorship is useful for new recruits in that they often face uncertainty, alienation and intimidation coming into a new environment. Those with experience are able to afford new comers with knowledge and information critical to their integration. Mentors can also serve as examples of well-balanced professionals (Jenkins, M. 2005). Almost half of all female participants (43%) disagreed to having a mentor in the workplace that helps them grow. Coloured and African women disagreed at higher percentages than other groups. Females in Senior Management Service disagreed at 70% and an even greater percentage of the disabled (80%) disagreed to having a mentor in the workplace that helps them grow. Interestingly 33%

of all female participants agreed or strongly agreed that there was a mentor in place that helps them grow. There was also a high neutral weighting of 23%. For designated African women, 45% disagreed with the statement and 49% of Coloured women also sat on this end of the scale. The findings showed that designated females generally do not have access to this formalized structure of development. The scale proved to be more balanced for White women where 37% either strongly disagreed or plainly disagreed with 34% agreeing and strongly agreeing with the statement. Indian women however, had a slightly different perception to the other race groups in that 55% agreed that they had a mentor in the workplace that helped them grow. The “neutral” tendency for Indian and Coloured women was roughly on par with the total average neutral selection, however 29% of all designated White women and 18% of all African women opted to remain neutral in the answering of this question. A high level of neutrality was recorded for the question on mentorship. This in addition to a high general score of disagreement suggests that either the respondents have not had access to formalized mentorships or that they haven’t had experience with it at all. It was uncertain whether those that had agreed had themselves created the mentorship structure, given the positive contribution the structure is known to yield in fast-tracking individual development. It was however clear that for many; access to mentors was non-existent in the Provincial Government of the Western Cape. Presented in Graph 36 is the perception of all females concerning mentorship in the workplace that helps them grow.

Graph 36: Female Participants – Access To Mentorship That Helps Individuals Grow



The researcher further explored mentorship through the question of whether it is perceived to contribute to increased confidence as research has found it to do. The findings showed that for many the structure did not exist which confirms the 49% of all females who were neutral to the

statement on it giving them confidence. A high 37% of all males were also neutral to the question, a lower number of females agreed at 43% compared to 50% of all males in agreement. This left 8% of all females in disagreement and 13% of all males. Males seemed to be more positive about mentorship being a contributor to confidence levels. High levels of neutrality indicate that for many, mentorship did not feature in their roles. For females in Senior Management Service positions, 29% agreed that mentorship gave them greater confidence and 60% of all disabled participants agreed.

5.4.5. Performance

In order for employees to have impact they need to be clear of departmental objectives and perceive that the goals and objectives in their jobs are aligned. This is fundamental in employees perceiving that what they do shapes the outcome of the greater environment in which they work. The findings showed that 78% of all women agreeing, with 14% remaining neutral to being clear on what their departmental objectives were. Similarly, 79% of all men agreed and 11% remained neutral. This suggested that approximately 20% of all male and female senior managers were not clear about departmental objectives. This could be an important “gap” to close as it may influence the focus and direction of senior management activity. It could also impact on how they perceive their individual impact within the organisation all of which could negatively affect the planning and alignment of individuals to the organisation. Females at Senior Management Service level showed high agreement with 88% saying they were clear on goals and objectives at departmental level. Similarly, 80% of all participating disabled persons agreed.

Important to understand was the extent to which participants perceived that the goals and objectives of their jobs was aligned to those of the department as it reflects their perceived impact in the organisation. Encouragingly, 80% of all women were in agreement with the statement and 16% were neutral to it. A great number of males agreed (89%). Twenty percent of all females were uncertain about their individual job alignment with departmental goals and objectives. Participating males seemed to be more confident that the system in which they

work has aligned the work they do even though they display greater uncertainty in what exactly the departmental goals and objectives were. Eighty eight percent of females in Senior Management Service agreed that there was alignment between their jobs goal and those of the department in which they work. Similarly, 80% of the disabled agreed.

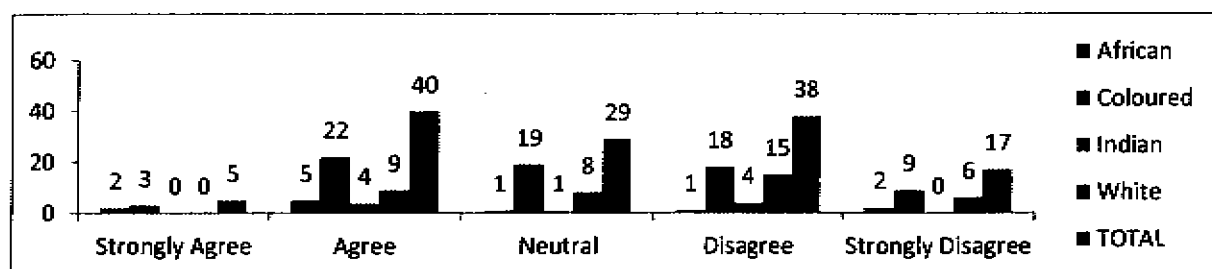
Fifty nine percent of all females agreed that they were in complete control of their performance. A relatively high 19% were neutral to the statement and 22% disagreed. African women recorded the highest disagreement at 27%. Sixty one percent of all males agreed, 20% were neutral and 18% disagreed. African males scored the highest in disagreement out of all participating males at 26%. Both African males and females recorded the highest in perceiving a lack of control over their performance. Sixty five percent of females in Senior Management Service believed that they were in complete control over their performance and 60% of all disabled participants agreed.

The researcher asked respondents if they were clear on what they needed to do to improve their performance. To this, 61% of all females agreed and 70% of all males agreed. African and Indian women record above average agreement. Sixty percent of females in Senior Management Service agreed and this percentage was shared by disabled persons. Depicted in graph 35, 25% of all women participating were neutral regarding the statement and 14% disagreed. It seemed to be clearer to African women at 72% agreement, what needed to be done to improve and less clear for White women who agreed at 45%. Only 38% of all Coloured women agreed with this statement compared to 89% of all Indian women who participated. Male respondents agreed at 70%, slightly higher than all participating females, and fewer were neutral at 19%. Only 10% of all males disagreed. White males showed the highest disagreement at 12%. Performance appraisals are the external control mechanisms in place to guide employees to improved performance (Law 2007). White and Coloured women found least value in the structure and this was confirmed by the low percentage agreeing that they were aware of what they need to do to improve their performance. This suggested that not all superiors were aligning their subordinates to increased performance. The difference between the

awareness males had on improving performance compared to females may indicate that preference was given to males in guiding development.

A significant 42% of all females disagreed that performance appraisals helped them become better at their jobs and 53% of females at Senior Management Service level disagreed. None of the disabled who participated in the study agreed to performance appraisals being a positive contributor to performance. Twenty two percent of the total number of female participants chose to remain neutral leaving only 36% agreeing that they did. By race, 35% of designated Coloured women agreed they did and 21% said they didn't with 14% choosing to remain neutral to the question. Only 24% of all designated White women perceived performance appraisals as a contributing factor to job improvement, 55% believed they did not help and 21% had chosen to remain neutral. African women held a different perception with 63% agreeing and 27% disagreeing. Designated Indian women had indicated a balanced view with 44% in agreement and 44% in disagreement. The performance appraisal systems and structures which exist in the Provincial Government of the Western Cape were generally unpopular among senior managers. Respondents generally found little value in them indicated by high disagreement and neutrality. This reinforces previous research done on the external control mechanism. Deming's (2000) work on the performance appraisal system showed it to be counterproductive in the way that it measured performance and seldom focused on improving it and therefore cannot be seen as a motivating tool. Further, variances noted was often systemic and not the result of individual performance. The perceptions female participants had regarding performance appraisals and performance is presented in Graph 37.

Graph 37: Female Participants - Performance Appraisals Help Improve Performance



In addition, the researcher posed questions related to individual power and control, and to affirm this considered the dependence employees had on superior's decision making in carrying out job tasks. This relates directly to impact and self-determination, the psychological empowerment pillars that influence individuals' motivation to perform. Power devolved is directly linked to trust between superior and subordinate reflected in the amount of ownership and initiative employees take in their roles including the confidence to take action. A large number of women (43%) believed that their ability to perform was dependent on decisions made by their superiors. Twenty percent were neutral to the statement leaving 29% in disagreement. A greater number of males participating (51%) agreed, fewer (16%) had remained neutral and 33% disagreed. The dependence employees perceived to have, both male and female, on decisions by superiors was generally high. This suggested that employees perceived a low level of control over their performance, perhaps a reason for the low value placed on performance appraisals. Fifty three percent of females in Senior Management Service agreed that their performance was dependent of their superiors' decision making. A significant number may, as a result, feel stifled in their ability to make decisions that will allow them to perform at the levels they desire.

Where access to support is linked to the enhanced performance of individuals, team-based activities have the potential to build relationships and encourage learning ultimately boosting performance. They also have the ability to increase the level of conflict as they amplify the level of engagement among co-workers. Having said this, the researcher posed a question to understand whether respondents believed team-based activities increased their performance. Almost half (47%) of all females agreed that team structured activities contributed to their increased performance. This percentage was shared by females in Senior Management Services. Of all participating males, 57% agreed and 40% of the disabled agreed. Of all women participating, 28% remained neutral and 25% disagreed with the statement. A higher percentage of all men (30%) remained neutral and 14% disagreed.

Support within the work context extends to team structured activities. Working within teams is considered a contributor to the building and strengthening of personal relationships among co-

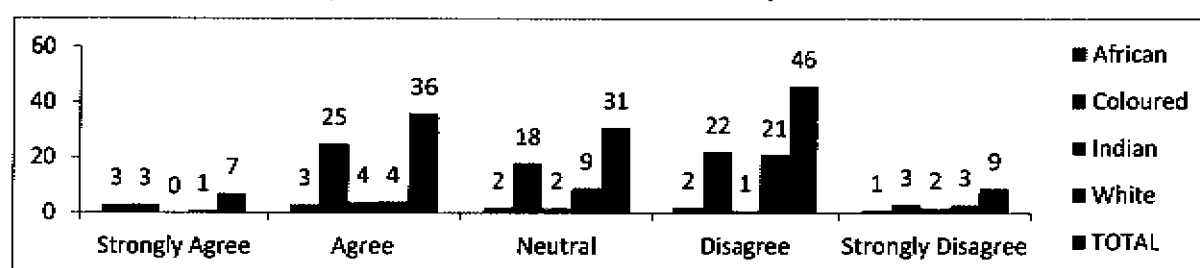
workers. It can be a space where trust is gained, but it can also be a place of concentrated conflict as the level of engagement is increased. An additional consideration is the learning environment created by team based activity. Working with others closely can contribute to increase knowledge in areas otherwise not engaged with. The interaction builds skills in relating, negotiating etc. Previously highlighted was the fact that performance appraisal systems often overlook team activity contributions aiming only to isolate efforts at an individual level. With these systems in place, individuals may see little value in being engaged in team activities. High neutrality was recorded for females. The reason for this may be that at lower management level, they may not experience too much team based work. Alternatively they may not see value in its contribution to their overall performance. More males agreed with the statement indicating that at the high management levels they occupy, more team work may occur, perhaps in the development of strategy for which they are accountable. The numbers recorded in disagreement may be as a result of the high propensity for conflict within teams, to which majority of females agreed existed between co-workers.

Employees of the Provincial Government of the Western Cape are also supported by an external environment which may or may not have a positive relationship to their outputs in terms of performance. Respondents were asked if forces outside of the department prevented them from attaining their required level of performance. In response, 17% of all females and 21% of all males agreed. Similarly, females at Senior Management Service level agreed at 17%. A greater percentage (40%) of disabled persons agreed. Sixty five percent of all female participants disagreed with the statement compared with 55% of all male participants. Eighteen percent of all females chose to remain neutral compared to 24% of all males. Although the forces were not specified, the scores recorded signify that men, more than women, experienced difficulty in their performance due to external factors.

The control employees felt they had over time may be a contributing factor in control over performance which has a direct link to self-determination. Having said this, 43% of all women didn't believe that they had complete control over their time to complete tasks, 24% had remained neutral and 22% agreed that they did. Higher than the average, White women

disagreed at 63%. Similarly, 45% of all males agreed, 22% had remained neutral and 34% agreed to the statement. An above average score was recorded for Coloured males in disagreement at 40% and White males at 57%, perhaps an indication of greater time control at higher levels in management. At Senior Management Service level, 17% of high ranking females believed that they didn't have control over time to complete tasks. For the participating disabled, 20% agreed and 60% were neutral. The data for all participating females is presented in Graph 38.

Graph 38: Female Participants - Control Over Time To Complete Tasks



Additionally, approximately 74% of all males and females felt that time constraints caused stress within their jobs and an even greater number of females (88%) in Senior Management Services felt this way. The disabled agreed at 80%. Males participating in the study showed at 74% agreement with the statement. Those women in disagreement amounted to 12% and of all males, 11% didn't agreed. The remaining 15% of men and women chose neutrality. Even though Females in Senior Management Services perceived greater control over time regarding their performance, the findings showed that time constraints create stress. The low percentage who had disagreed indicated that time pressures were felt across all designations.

A more specific question was posed on time constraints where the researcher asked whether respondents felt they had enough time in the week to carry out their tasks to which 39% of all females and all males agreed. A significant 65% of females in Senior Management Services and 60% of disabled persons felt they did not have enough time during the working week. Relatively the same amount of all women agreed (39%) as those that disagreed (41%) leaving 20% selecting neutral as an answer to the statement. Similar results were recorded for their male counterparts, where 39% agreed, 17% had remained neutral and 43% disagreed. White women

disagreed above the average at 53%, Coloured women below the average at 37% and African women at 36%. Indian women had recorded an even split of 33% of those in agreement, disagreement and neutrality. White and Coloured males made up the majority of those males in disagreement, Coloured males at 42% and White males at 57%. Even though research has shown that females generally perceive greater time constraints within the workplace. This particular study revealed that men and women alike were heavily constrained. This increases job stress and reduces satisfaction, and has implications for productivity and creativity within the working context.

Access to resources has implications for performance. Respondents were asked if they have access to additional resources when they are required to which 40% of all females believed that they do, 35% of females in Senior Management Service and 20% of disabled participants. A higher percentage of White women disagreed at 45% and below average number of Coloured women at 24%. Equally, 26% of White and Coloured women agreed with the statement and 45%, above average percentage, of African women agreed. Thirty three percent of Indian women agreed and 44% had remained neutral. Half of the females who participated agreed that they had access to additional resources; however the other half showed uncertainty or were in disagreement. The high neutrality could be as a result of the resources not being clearly defined in the question or as a consequence of females being uncertain as to which resources were available to them.

5.5. Conclusion

The finding chapter presented descriptive quantitative data from the study. The demographic profile of respondents was explored and information tabled where necessary. The researcher offered a written and graphic analysis of the findings using the empowerment principles in the study, initially for all participants by race and gender and then an analysis was made of females in Senior Management Services followed by disabled persons. The following chapter presents the conclusions and recommendations made by the researcher.

6. Chapter Six: Recommendations And Conclusions

6.1. Introduction

This chapter presents the final conclusions and recommendations of the study. It begins with conclusions that illustrate the situational context of the Provincial Government of the Western Cape aligned to the themes presented in Chapter 5. The recommendations made are based on the findings, conclusions, needs presented and literature on the topic. Further to this, future research considerations are brought forward and the Provincial Government of the Western Cape planning environment discussed relevant to empowerment.

6.2. Situational Context

6.2.1. Demographic Profile

By race and gender, the Provincial Government of the Western Cape had not reached representation as far as their commitment within Senior Management Services was concerned and vertical occupational segregation was still prominent for females at this level. White males generally held the higher ranks and African females the lowest. It was however clear that focus on females in management positions had been given which was seen in the number of females employed between salary levels 9 to 12. However, even greater push is needed to fill the gap that exists in the Provincial Government of the Western Cape's Senior Management Service category.

Females in senior management positions were generally better educated than males holding higher qualifications, particularly those in Senior Management Service. Given that females generally were better qualified than their male counterparts, it was not surprising that they, particularly those in lower ranks, presented low challenge in their jobs. Further, most females believed that they were not using all the relevant knowledge they had in their jobs, implying under-utilized capability. Where low challenge did not necessarily translate into task withdrawal, many felt paralyzed by what they were required to do. This suggested that job specifications need to be adjusted to include tasks of greater challenge that would allow for

higher levels of “work flow”. Low challenge may be the reason for senior managers finding little excitement in their positions.

Generally, males had a higher number of years’ experience in the departments they worked as well as in their specific roles than females did. Designated males had spent longer periods on average in their positions than White males indicating that White males were moving within their departments. White females held higher ranks than other females generally, however not much movement was indicated for most females in the last 5 years.

6.2.2. Relationship With The Job

Participants perceived great meaning in their roles. This was found for all groups identified and analysed. They believed that what they did in their positions maintained their integrity and was in line with their personal value system, however Coloured females in lower ranks were least likely to be excited about their jobs and African and Indian women, Coloured and White males were most uncertain about being excited about their jobs. This meant that generally, lower ranking females and higher ranking males were least excited about their jobs. In conclusion, the meaning participants presented to have in the relationship they had with their jobs did not extend to excitement for some groups.

Females in lower management ranks presented to value monetary rewards more than those in more senior ranks. Higher percentages of males were uncertain about the value they placed on monetary rewards. This was confirmed by the high numbers of all groups who perceived greater value of meaning in their jobs over other rewards. This showed that meaning in a working context was complex and differed between the various groups analysed. One example of this was seen in the way females in lower ranks gave greater value to monetary rewards than those in higher ranks. The importance of meaning in the working environment was highlighted by all groups indicating a need for a more in-depth understanding of what each group values and finds meaningful. Confirming the importance of this was clearly shown by the number of senior managers, particularly designated groups, who not only claimed that they constantly think about changing jobs as well as being highly likely to accept another opportunity should

one avail itself. This should be of great concern to the Provincial Government of the Western Cape legislatively bound to the development of designated groups. It was clear that job satisfaction was low and this posed a risk to the provincial governments' ability to retain designated staff.

A fifth of all female groups analysed were found not to be challenged by their jobs. This was truer for females in lower management positions as previously stated, however most agreed that their jobs were challenging but never beyond their capacity. The challenge perceived may exist periodically. Job challenge increased for females the higher ranked they were. All groups perceived that they were confident in their ability to do a good job and that it translated into being able to handle all tasks independently. However, high neutrality was recorded when asked if they often felt paralyzed by what their jobs required, particularly by females in Senior Management Service and the disabled. The lack of challenge perceived may be the result of high skills not being met with high challenge and the paralysis felt may be the result of employees not being motivated to engage in tasks that were low challenge. The findings showed that even though this was perceived it did not translate into withdrawal from tasks.

Females in lower ranks perceived themselves to have less discretionary power to make decisions affecting their job tasks than females in Senior Management Service; however the findings showed the power to make decisions was lacking for both males and females. The perception of power and control is theoretically linked to self-determination and trust, therefore one could deduce that females were perceived to be trusted less than their male counterparts and therefore disempowered in being able to determine the way they carry out their jobs.

Respondents generally felt that they were proactive in their roles although a quarter of females in Senior Management Service displayed uncertainty. Time constraints and job pressure may result in higher ranks being more reactive than proactive in their roles, however all respondents felt that they took the initiative in their jobs as well as ownership of their activities indicating that potentially leadership capacity was being developed.

White females in lower ranks were least aware of what was required of them in their jobs which may be the result of high role ambiguity. The confidence of employees knowing exactly what was required in their jobs was found to increase the higher the rank. Further to this, females generally felt that they didn't have access to all the information they needed to do their jobs effectively. This was felt more so by females in Senior Management Services than by others. Males were generally more confident than females in having access to information, and knowing exactly what is required in your job and access to information goes hand in hand. Information as a resource often serves as a structure for planning and implementation; it gives direction to activities and allows one to build unique processes that contribute to performance and personal well-being. Where there is lack of access to information uncertainty increases and job satisfaction reduces as employees feel less in control of their environments.

Just over half of all participants perceived that they did not feel empowered during a time of crisis, males and females equally. This was perceived to a greater degree by lower ranking females than higher, however higher ranks should not be overlooked in terms of capability in dealing effectively with crisis. This concerns employees ability to access various resources i.e. information and support. If employees had the power to mobilise the resources they needed or the individual capacity to manage time and people in a manner that would cost-effectively and creatively solve problems, then challenge and crisis would be easier to navigate. Where employees do not perceive they are empowered during a time of crisis, they are more likely to suffer job stress as a result of job strain which impacts all relationships surrounding the individual. This may also impact on the perception others have of the individual's competence should the individual not relay confidence in their problem-solving capability.

More females believed that what they do contributes significantly to departmental outcomes; however they were less inclined to believe that what they do shapes outcomes at departmental level. This was perceived by males too indicating that generally senior managers were not empowered by way of impact, the psychological pillar postulated to serve as an important element of high involvement environments having implications on other elements such as confidence and meaning. Even though respondents felt that they were proactive and took

initiative in their roles, the initiative shown would take on a transformative character should they perceive high impact in their environments. The confidence and motivation to be leaders and change-makers in their roles requires them to fully grasp how they impact the objectives and goals of the department. The fact that a significant number could not make the connection between what they do having impact in a broader context, suggested that initiatives taken were small-scale and incremental in nature.

Females were more likely than males to think about changing jobs constantly and even higher were the number of females in Senior Management Service who indicated that they constantly think about moving out of their positions. This poses a threat to the Provincial Government of the Western Cape in meeting their equity targets for female representation at Senior Management Service level. It showed that job satisfaction was low among all staff, but particularly for females. In this way, service delivery may also be affected through high turnover which was seen in the average number of years females held in their positions. Almost half of all female respondents, females in Senior Management Service included, presented that they would change positions should the opportunity avail itself. Disabled participants showed the highest propensity to leave their positions. Job retention is important, not only for planning, but also for operational stability. New recruits often need time to familiarize themselves with the formal as well as informal mechanisms that are unique to every environment. This adjustment period has the potential to slow productivity and so service delivery. Lower ranking females were isolated as high risk in job retention, which meant that not only were females generally more inclined to move positions, but designated black females too. This necessitates the establishment of formal mentorship structures with the Provincial Government of the Western Cape.

6.2.3. Relationships With Others

Perception of competence is linked to confidence in others as well as at an individual level. The relationship between superior and subordinate is important in the way that it impacts on feelings of competence. All respondents felt they were able to describe the working

relationships they had with their superiors as good, however this was less true for females in Senior Management Service. A perceived lack of confidence from superiors in abilities was felt by these females as well as by the disabled which has the potential to put strain on the relationship and have a negative impact on the possibility of self-determination. Strain on relationships at any level has negative implications for trust and job satisfaction.

Where subordinates perceived their superiors to have a lack of confidence in their abilities, one could assume that little trust is perceived in the relationship which may be cause for strain. Extending on this, significant numbers felt they did not have control over their performance related directly to their performance being dependent of the decision making of superiors. This indicated a need for greater devolution of power and control which is involved with the establishment of trust in the superior-subordinate relationship.

All senior managers indicated that they were lacking access to support from their superiors, particularly females in Senior Management Service. The type and extent of support needed was not provided by the data, but the need was clearly presented. This group also indicated that they often felt paralyzed by what they were required to do suggesting that it is necessary for further exploration into what they consider meaningful support to be so that they do not feel isolated in their roles and they are able to enhance their performance through the provision thereof. Collaboration and task support from line managers was indicated for lower ranking females as well as the disabled; however considering the fact that the disabled presented that they often felt paralysis by job tasks and low ranking females did not, suggested that collaboration with line managers did not necessarily alleviate the paralysis. This proved that there is a need for further exploration into the needs of various groups when it comes to support.

Concerning was that disabled participants revealed that conflict with their subordinates put strain on their relationships in terms of support. Among all groups, high levels of uncertainty suggested that senior managers could potentially need training and the human resources function support when it comes to managing conflict and building effective relationships with

colleagues in vertical as well as horizontal engagement. In addition, access to support was perceived by females to be gendered, that support for initiatives was more easily accessed by males than females. Further, females perceived to be less supported by the opposite sex than males did which showed that the Provincial Government of the Western Cape workplace culture may be discriminatory in terms of high level support which may permeate into access to support at an interpersonal level. It therefore becomes necessary to understand to what extent discriminatory support exists within the workplace.

Just under half of all participating senior managers presented that they were disillusioned by their superiors' incompetence or not willing to take a stance on the subject. This was truer for females than for males and has the potential to negatively impact on confidence, meaning, work load and task support. Where this is prevalent, employees are generally more dependent on the systems in which they operate and co-workers for support which the study had revealed was critical to senior managers in achieving their required level of performance. This further emphasized the importance of relationships among senior managers, particularly females as well as the reliance on structural elements i.e. access to information.

The sampling process had ensured that all respondents had at least one subordinate working under them. It was understood that management operated in a matrix-like relational environment which meant that their perceived level of empowerment would impact on multiple stakeholders and vice versa. Critical to the ability of a manager to perform is the relationship with their subordinates, where much of the implementation of their objectives is generally tasked. By gender, males as well as females were reasonably positive about their relationships albeit males having greater confidence than females. The participating disabled were the only group where a significant number presented that they could not describe the working relationship that they had with their subordinates as good. The disabled also indicated that conflict resulted in less support given to them by subordinates implying that the disabled, out of all groups analysed, had the most difficult time managing their subordinate relationships. It cannot however be overlooked that a fifth of all participating females were confident to agree that the support they received was reduced by conflict, a number shared by designated

males in senior management. Conflict was revealed to impact negatively on the support received by superiors. This perceived more so by females in Senior Management Service than lower ranking females, however the context cannot be ignored as it was felt by a significant percentage of all groups, including males. Conflict may be result of a myriad of causes, one of which may be disillusionment felt due to superiors' incompetence, which more females than males indicated to be true for them; and an even greater number of females in Senior Management Service perceived to be true. This links directly to low levels of task support indicated as a potential cause for the perceived lack of support received from superiors. It also suggested that there is a need for senior managers to better manage conflict as well as cope with it on a personal level. High neutrality to the question of disillusionment by the incompetency of subordinates showed that across all groups low confidence was indicated. This may negatively impact on trust, the potential for self-determination in the relationship and so leadership-driven management of subordinates. Least positive about the competency of subordinates were females in lower ranks. High levels of uncertainty displayed may also suggest that the management of conflict may not be sufficiently open and honest and therefore not easily resolved between superior and subordinate.

It is not without noting that literature has shown that environment's with greater diversity find a broader spectrum of values and meaning within the workplace, which demographic data yielded by the study showed to be true of the Provincial Government of the Western Cape. Meaning associated with trust is important in the empowerment process. The data revealed that trust and so meaning alignment was greater between co-workers than it was perceived in superior-subordinate relationships. Where trust is also linked to power and control, it has the potential to negatively affect individuals ability to self-determine and reduce feelings of competence as pillars of empowerment should relationships be lacking in trust. Given this context, it becomes critically important for a different approach to gaining insight into what individuals value, particularly in superior-subordinate relationships of the Provincial Government of the Western Cape. This was proved by the data where approximately half of all senior managers participating believed that they shared the same values as their co-workers. Alignment through meaning becomes increasingly difficult the larger the organisation as

diversity expands to include greater representation of race and gender as was the case in the Provincial Government of the Western Cape. Females in Senior Management Service presented to be less likely to see alignment and even fewer of the disabled. However, this did not seem to affect the confidence respondents felt from their co-workers in their abilities and competency. Trust displayed in the confidence participants felt from their superiors when asked the same question indicated that relationships with co-workers existed in greater trust than that of superior-subordinate.

Females presented, particularly those in higher ranks, that they were concerned about the ethical conduct of their co-workers. This meant that senior managers were discontent at this relational level as well, indicating that meaning and values were diverse affecting multiple relations within the working context. Encouraging though was that senior managers were positive a potential for change in behaviour at this level. Herein lays potential for greater communication and insight development around meaning and values. In addition the diversity, brought by the Affirmative Action Policy, was thought to negatively affect culture and given that the perception was racially slanted provides great impetus for common ground in values to be found and built upon between groups. Generally, females relayed greater discontent when it came to questions relating to meaning and values presenting that the disconnection within the provincial government was racial as well as gendered. This was confirmed by the significant number of designated groups and those in Senior Management Service perceiving that there was a gender difference in organisational values.

Information sharing between co-workers showed to be critical for participants' efficacy in their jobs. This was truer for females and African groups who presented the greatest reliance on co-workers for information. Females in Senior Management Service and designated males also showed significant dependence on co-workers for information. Males presented high neutral scores overall to the statement which suggested that many were not willing to take a stance on how dependent they were on co-workers. Interestingly, even though most groups said that their reliance on co-workers was high, just under half of all females, comprising White and designated Coloured women, claimed that it was not easy accessing information from co-

workers. Even less positive were females in Senior Management Service. For those groups dependent on the information sharing of co-workers and not finding it easy, the amount of time spent accessing information may be a contributing factor to job stress where relationships fail to provide the necessary resources to ensure individual efficacy.

Senior managers expressed greater confidence in higher ranks when asked if they knew what was required of them in their jobs. This being a prerequisite to the ability to perform is of concern as it indicates a need, particularly in lower ranks, for better communication of requirements. This finding was supported by the fact that females, more than males, felt that they did not have access to all the information they needed to do their jobs effectively. Alternatively, the uncertainty may have resulted from their environments needing them to carry out tasks different to those specified in their job descriptions. Uncertainty at this level reduces confidence and so perceptions of competence which may impact on performance and the development of this designated group. Additionally, a lack of access to information may be cause for females' uncertainty in being proactive in their roles; it may produce a more reactive orientation toward their work.

Relationships in the workplace can either increase or decrease levels of job satisfaction. The findings suggested that superior-subordinate relationships lowered job satisfaction for designated groups. In support of this claim, all participants perceived that they lacked support from their superiors and females more than males presented feelings of disillusionment in their superiors' incompetence. Similarly, superiors showed high uncertainty in the competency of subordinates. Concluding, the superior-subordinate relationship lacks in trust and adequate support, herein lays a need for greater emphasis on building rapport for the sake of maximising the potential at each level.

6.2.4. Workplace Climate And Culture

The effect of employees being disempowered by way of access to support is low confidence which not only impacts on performance, but a workplace climate that is not supportive does not necessarily encourage a change-oriented mindset. Many participating senior managers did

not believe they got all the support they needed in their jobs. This was felt more so by females and the disabled. The groups who felt most unsupported by race and gender were Indian and White females as well as White males.

The perception of being overloaded due to the incompetency of superiors was felt mostly by females in Senior Management Service. Overall, the perception was held by approximately a fifth of all disabled, male and female participants. However a more likely cause of overload was revealed to be as a result of vacancies not being filled within the various departments. The disabled and females in Senior Management Service perceived this the greatest.

Access to the human resources function was indicated by all groups to be difficult to attain. Where this was perceived, senior managers may as a result be feeling overloaded and unsupported in their roles. This resource is important as it has the potential to alleviate job stress. It can serve as critical in the effective mediation of conflict and provide senior managers with the appropriate tools for problem solving in an environment where conflict, the fear of victimization and sabotage had been isolated as characteristics of workplace culture. Without appropriate levels of access, these characteristics may thrive. If senior managers were feeling unsupported by the human resource function, they may not have felt comfortable in seeking recourse for discriminatory practice. The human resources department has the potential to create an environment of inclusion and seek to align the individual needs with that of the organisation. Where senior managers indicated that access to this function was difficult, one could conclude that they found it equally as difficult to find alignment between their personal value system and that of the organisations, the latter of which had been revealed through the data. Females were less certain about the values of the department in which they work than males were. The lack of certainty was found in lower ranks rather than in Senior Management Service and fewer respondents overall perceived they shared the values of the organisation than those who felt they were clear on what the organisational values were. The potential result is that groups uncertain are less likely to find alignment between personal meaning and the organisation.

Recognition for a job well done was felt by approximately half of all male and female participants. The numbers presented lower for females in Senior Management Service and even less for the disabled. In conclusion, a lack of perceived recognition by designated groups reduces job satisfaction and increases the risk to the Provincial Government of the Western Cape in retaining them.

Only a fifth of all disabled participants believed that it was easy to obtain information in their working environments. Theoretically, this suggests that they were most uncertain in their roles. It cannot however be discounted that only half of all male and female participants perceived that it was easy, meaning that the working environment was uncertain for a significant number of senior managers. Respondents, particularly the disabled, females in Senior Management Service and designated Coloured women, perceived that access to information was unequal. Generally, females felt this more than their male counterparts.

Conflict between co-workers was recorded an element of workplace climate as well and was perceived by all groups; by females more than males. Considering race and gender, it was White and Coloured men and women who perceived this to a greater degree.

Regular sabotage of work was another characteristic of the Provincial Government of the Western Cape working environment. Even though there were more participants neutral than in agreement, White and Coloured females as well as African males perceived this characteristic to exist the most. Although uncertain on what level or how this occurs, the perception of malicious damage to the product of another is cause for concern as it highlights grave mistrust in the working environment. It impacts negatively on the perception others have of the work produced by individuals and so becomes a hindrance to their professional development. This suggested that there was a need for awareness around workplace sabotage and recourse to be built into the system policies for those affected. Workplace sabotage is linked to the fear of victimization which was presented as a characteristic of the Provincial Government of the Western Capes' working environment. It presented as truer for Indian and African females as well as African males; however significant numbers were recorded across all groups. If there is a

direct link between workplace sabotage and the fear of victimization, then trust, confidence and so competence, as a pillar of empowerment, is affected. A supporting finding was that respondents felt there was a perceived gender difference in the confidence displayed in carrying out tasks. Previously alluded to, perceived confidence is linked to perceptions of competence which becomes critical to the development opportunities designated groups are afforded and entrusted with. Further to this, respondents felt there was a gender difference in impact on outcomes. This isolates gender bias and possible discriminatory practice based on the perception that impact is gendered. Greater awareness on the potential impact of discriminatory practice at individual and organisational level is needed to balance perceptive bias based on gender which may be contributing factors in workplace sabotage and the fear of victimization as perceived characteristics of the Provincial Government of the Western Cape's working environment.

Concerning transformational thinking, more females than males recognised the importance of change within the department, even though both genders were positive towards it. Females in Senior Management Service as well as the participating disabled were most pro-change out of all groups. Parity was shown in how both genders perceived their structural environments in relation to change with more than half perceiving bureaucracy to impede change. This was felt less by higher ranks and the disabled. High neutrality recorded implied that both male and females respondents were uncertain of the link between a bureaucratic environment and change, where literature has shown the two not to have a positive relationship to one another. Females in Senior Management Service and the participating disabled were least likely to believe that the standard operating procedures characteristic of their environment promoted conformity. Generally, males and females alike perceived there to be space for a more unconventional approach to achieving objectives, however many presented as neutral reiterating that for all groups there was a gap in understanding the link between an innovation and change-oriented environment and bureaucratic, standard operating procedure-driven environment. This was shown in the number of females in Senior Management Service who revealed they were more likely to push boundaries in their environments than challenge the

status quo indicating an incremental shift-orientation as opposed to a change and innovation driven mindset.

Females were less inclined than males to perceive their working environments as one in which initiatives were encouraged. By race, African males and females felt this least true out of all race groups suggesting that a culture of initiative-taking was less prevalent at lower levels of management. The participating disabled and females in Senior Management Service were most positive about the culture in this regard. Further to this, African females reported to a greater degree, that hierarchical structures were a reason for initiative being discouraged. The disabled were least perceiving of this.

Where trust in the workplace has strong links to initiative taking, most males and females perceived that they were trusted. African males were least likely to feel like they were trusted to use their initiative in their roles and the disabled presented as the most likely. In line with the scores yielded with respect to being trusted to use initiative, most respondents felt they were trusted to decide the best way of carrying out their jobs, however less able to make decisions that affect their jobs. In this way, respondents revealed that the power and control they had in their positions was limited.

Females were less likely to perceive that they were included into decision making over and above their jobs than males were; however females in Senior Management Services felt they were, meaning that males were more empowered through higher level thinking and only females in higher ranks were included into the broader context and therefore able to recognize the link between what they do and the greater environment. An environment where taking on more responsibility is encouraged had a gender as well as a racial slant in the study. In particular, White males and females in general perceived themselves in such a workplace culture more than other groups. White males were more likely to be found in Senior Management Service which suggested that gender discrimination existed as additional responsibility did not translate into equal gender representation at all levels of senior management. Concluding, females in lower ranks and the participating disabled were less likely

to see the impact of what they do in the organisation. In addition, they were least likely to be in an environment where taking on more responsibility is encouraged.

6.2.4.1. Affirmative Action Policy

Males and females were equally positive about the effect of the Affirmative Action Policy on culture within the various departments. The results also showed that perceptions held a racial slant, where White groups were least positive. However the majority of all groups revealed that they were either uncomfortable taking a stance or negative about the policy's impact. This suggested that most senior managers were not inclined to be very positive, least of all White groups. With the policy generally perceived as negatively affecting the working environment and higher ranks most discontent, one has to consider the potential for such attitudes to permeate through the hierarchy maintaining the level of negativity.

Races groups were also divided on whether the Affirmative Action Policy was a threat to service delivery and negatively impacted on departmental performance. White groups were mostly agreeable and African groups the least. Generally, high neutrality recorded for all groups showed that senior managers were reluctant to take a stance on the question. This implied that the diversity which the policy is intended to bring into the Provincial Government of the Western Cape, had not received "buy-in" from all race groups. Trust in the capability of co-workers seemed to exist to a greater extent than that which existed between superior and subordinate. This may be cause for the lack of confidence felt by senior managers in the performance and service delivery of the departments. Inconsistency in meaning and values previously alluded to may also play a part in the confidence senior managers have in their co-workers.

6.2.4.2. Perceptions On Gender

The literature had shown that environments where taking on greater responsibility is encouraged, is good for providing employees with the opportunity to learn and grow in the workplace. Where this was true for only a certain few provides the Provincial Government of

the Western Cape with the imperative to make sure that all racial and gender groups receive equal opportunity to learn and grow within the workplace.

Further to this, it was males, females in Senior Management Service and the disabled that felt most that the opportunity to learn and grow was gendered and that a “glass ceiling” existed for females in the workplace. Therefore, it becomes critical to ensure that the workplace is devoid of gender and racial discrimination as disgruntled employees are more stressed and more inclined to leave affecting performance and service delivery.

Discrimination was perceived to exist for more males than females when confronted with the question of being afforded the same opportunities as the opposite sex. Comparing females in the various ranks, those in Senior Management Service were less positive about the proposition than those in lower ranks. The literature showed that where perceptions exist, reality is created. Therefore, a significant number of the sampled population of senior managers perceived gender discrimination in terms of opportunity. The disabled, out of all groups, showed the greatest confidence in their response which was that they did not believe that they had equal opportunities in career development as the opposite sex. Further to this, high ranking females perceived to a greater degree than other females that a “glass ceiling” existed for women in the workplace. Males were less inclined to perceive this to be true. . It was also high ranking females who also agreed to a greater extent that it was departmental politics which favoured the professional development of men over women isolating workplace culture and climate as a reason for discrimination. It could also be assumed that the ‘glass ceiling’ may be promoted as a result of the perceptions had around equal opportunity.

Where respondents were initially asked whether they perceived career development as gendered, it should be noted that awareness around the Affirmative Action policy and the prioritization of designated groups, may be reason for the agreeability of respondents to the question, however, the existence of a “glass ceiling” perceived by females should be cause for concern as it contradicts the efforts of the Affirmative Action Policy. It also isolates discriminatory practice in the workplace, that which is entrenched in the culture of the

environment, an informal structure of marginalization. In addition, males perceived that they received more support from the opposite sex than females did. The participating disabled felt least supported by the opposite sex than other groups. Given the lack of support and discriminatory practice recorded from females, it is not surprising that females feel less supported by males.

There was a gender difference in the way males and females' perceived equality in the confidence men and women had in carrying out their duties. Although not specified which gender was seen as more confident, it showed that a lack of trust as well as possible discriminatory practice should be considered as potential cause for unequal displays of confidence in carrying out duties. This is important as confidence is directly linked to perceptions of competence and so trust. The findings proved this as it revealed that there was a difference in the way males and females perceived the impact that both genders had on outcomes. Females, particularly those in lower ranks, perceived to a greater degree than their male counterparts, that there was unequal impact on outcomes between genders. This showed that there was a difference in the level of trust and confidence between men and women.

The perceived lack of impact perceived by lower ranks, particularly females, may be due to the fact that they revealed they were least likely to be included into decision making over and above the scope of their jobs. This was believed to be the case by disabled participants as well, yields disempowerment by way of impact. There is a need for lower ranks to be included into decision making over and above the scope of their jobs, a more inclusive environment to be built that has greater levels of trust and the devolution of power and control to this designated group. The perception females had about lacking discretionary power may be linked to perceptive gender bias and potential discriminatory practice. All respondents revealed that power and control was limited to deciding the best way of carrying out their jobs and most felt they were trusted to use their initiatives. This indicated that a certain level of autonomy did exist, however females felt less able to make decisions than males did.

Political support for initiatives that is devoid of gender bias implies that the working environment has trust and confidence in both genders. At this level, discrimination in access to political support was perceived mostly by females in higher ranks; however White males were most agreeable that access to support was equal. Overall, females were more likely to perceive unequal support than males.

Further to this, senior managers were less comfortable to agree that access to staffing was unbiased. Females, more than males, were less positive about having received support through staffing. This indicated that they perceived that their capacity was less likely to be enhanced when required than if their male counterparts required it. This limits the capability of females. Herein lays a need for further exploration into its parameters. Generally however, senior managers were highly uncertain about their access to resources, which proves that they were either limited in access or they knew little about how to access the resources they needed in order to enhance their performance. Concluding, better communication in resource access was needed, a more inclusive relationship with the human resources function would serve the department as well as individuals and greater flexibility in the system could see senior managers enhance their performance through the provision of resources that allow them to be creative, initiative-taking and innovative in their roles.

The findings revealed that access to information was gendered, that females felt they had less access than males did. This pillar of empowerment is important as it enables employees to work effectively and efficiently. It also has the potential to be a tool that promotes and encourages innovation. It therefore becomes necessary for the information environment to be further explored to ascertain which barriers senior managers face when attempting to access the information they need to be effective in their jobs. Proper access allows employees to adapt to change when it arises, problem solve as well as enhance their performance through understanding the broader context in which they work. Where the data showed that access to information was gendered, suggested that discriminatory practice was disempowering women through this critical pillar. A significant number of males and females perceived that there was a gender difference in organisational values. This was felt mostly by females in Senior

Management Service and by disabled participants. The greatest perceptive difference was felt by higher ranks showing that motivations and value systems were felt to be important at that level. In addition, females presented that they were highly dependent on their co-workers for information, yet another gender slant in information access. If the structural environment did not provide women with the information they needed to do their jobs effectively, it is not surprising that they were dependent on co-workers for it. Reliance on co-workers for information was indicated by all groups, suggesting that the information systems in place were not sufficient for their needs. The ease of access to information from co-workers was found to be harder for women than for males, providing that the potential for discriminatory practice at this relationship level was there. Therefore, in order to reduce uncertainty in the workplace for all groups, a greater understanding of the information system barriers is needed, that which exist on a systemic level as well as relational. One example was that basic information such as clarity on departmental objectives was shown to be lacking among senior managers.

6.2.5. Training And Development

Those most of the opinion that they were not using all the relevant knowledge they had in their roles were designated White and Coloured females. A significantly low percentage of the participating disabled, even less than females participants also believed they were not using all the relevant knowledge they had in their roles. This implied that these groups may have felt that their roles were under-utilizing their capability. Further, this perception may cause low involvement due to low challenge. Encouraging though was the high percentages of males and females perceiving that they were increasing their knowledge in their positions. Least positive about knowledge expansion were the participating disabled.

Most positive about training being relevant were lower ranking females. Those in Senior Management Service were least positive and just over half of all males and the disabled agreeing that it was. This should be of concern to the Provincial Government of the Western Cape as employees who perceive little value often attach little meaning and so appropriate levels of “buy-in” and high involvement in training processes could be lacking. Further to this,

low involvement impacts on the utilization of the learned material and thus it becomes an under-utilised provision and so a liability to the training and development budget. Having said this, females in Senior Management Service were most positive about the management training they received being adequate compared to females overall. High levels of disagreement and neutrality overall suggested that many senior managers lacked trust in the training and development programme. A focus on higher ranks in terms of management specific training also showed that lower ranks perceived they were not capacitated for upward movement. This may contribute to the lack of trust participants presented to have in the performance management system. Concerning was that a quarter of all White females participating believed that training and development was dictated by politics rather than policy. High neutral scores overall indicated that certain groups may have perceived discrimination to exist in the decision making around training and development or that there may be a knowledge and communication gap in the detail of departmental training and development policy. This was indication of training and development decision making devoid of participant engagement. Herein lays a need for all groups to participate and so take ownership of their training and development within the various departments

One way in which the misalignment between individual value and organisational prioritization affects performance and service delivery is through the perceived relevancy of training and development. Similarly, participants revealed that they found little value in the formalized performance management system. They were not confident about its ability to improve their level of performance suggesting that senior managers had little trust in the structures intended to facilitate their development. If senior managers found that the system was aligned to what was meaningful to them on an individual level there may be greater support and higher levels of involvement in organisational structures. However, it should be noted that a potential reason for a lack of trust and “buy in” may be that the performance management structures themselves disempower.

With just under half of all females and the majority of females in Senior Management Service perceiving that they did not have a mentor in the workplace that helped them grow, it could be

assumed that generally this system of development had not been formalized within the Provincial Government of the Western Cape. Indian and White women however were most positive suggesting that where it did exist and the disabled were most negative about the structures potential to help them grow. Mentorship seemed to be an informal structure accessible to a few groups, however it has been shown to fast-track the integration and development of new recruits and seems a fitting tool for the Provincial Government of the Western Cape to utilise among senior managers in aid of the Affirmative Action policy.

6.2.6. Performance

Where clarity on departmental objectives is critical to performance from a planning, implementation and evaluation perspective, of concern was that approximately a fifth of all participating senior managers were unclear of what their departmental objectives were. This increases the possibility of misdirected planning and budgeting. Additionally, a significant number of employees could be unaware of the impact of what they do on a broader level, meaning they were less inclined to be empowered by way of impact. A greater percentage trusted that the objectives of their jobs were aligned to the department's objectives; however the lack of clarity revealed has the potential to impact negatively on the levels of initiative, change and innovation within the departments. It may even reduce the level of innovation as a lack of access to this information may decrease the confidence employees have in making innovative changes; alternatively, if changes are made they may be misdirected reducing the impact the service delivery environment could have.

African males and females recorded the highest scores in perceiving a lack of control over their performance. However, significant numbers overall were not positive about the control had over their performance. Where power and control has direct links to trust in the devolving thereof, the lack of control generally perceived was confirmed by approximately half of all respondents who perceived that their ability to perform was dependent on decisions made by their superiors.

All participating groups indicated that they did not feel empowered during a time of crisis. Even though the elements of their disempowerment were not specified, they perceived that there was a lack of agility in the system and that not always did they feel like they were positively impacting on their environments. The need identified was that the contributing factors hindering the adequate response to crisis should be explored in order for the system to facilitate senior managers' need to adapt to change in their environments. Encouraging was that all respondents believed they took initiative in their positions and ownership of their activities suggesting that leadership capacity was being developed, however this was limited. One contributing factor may be that senior managers in general revealed that they have a limited view on how they impact the departmental outcomes. Where they perceived they contribute significantly, they did not feel they shaped their environment. Herein lays a need for senior managers to be provided the opportunity to learn and understand the broader context so that the initiative they take produces more transformational rather than incremental results.

Time management was revealed to have a negative relationship to performance where just under half of both males and females felt they didn't have control over the time they had to complete tasks. The groups who perceived least control over their time were White males and females. In addition, the perceived lack of control over time was revealed by the majority of all participants to cause stress within their jobs. This was felt to a greater extent by participating disabled and females in Senior Management Service. In fact, more than half of both males and females perceived that there was insufficient time during the working week to carry out all their tasks. Given that time constraints had been believed to cause stress and impact on performance, it begs the question of how many senior managers were working additional hours to compensate for the lack of control over time. Concerning was the significant number of females in Senior Management Service uncertain of whether they were proactive in their roles. The findings revealed that time constraints may be cause for them to be reactive rather than proactive. Additionally, inadequate management of time was revealed to have a negative relationship to performance and be a cause of job stress. Where a proactive orientation is more likely to build confidence in individuals, a role that does not allow for this may reduce confidence. Once again, the job specification as well as the formalized processes of the working

environment would need to be examined to determine what would encourage and allow for employees to engage in a proactive orientation. A need identified through the findings was that of time management capability, the ability for senior managers to make time work for them.

Another factor to consider was the extent to which senior managers felt overloaded in their positions. Perceptions of overload were felt as a result of superiors' incompetency as well as due to vacancies not being filled with the departments. This may be the cause for senior managers perceiving low impact and being time constrained. Where females in Senior Management Service and the participating disabled perceived this the greatest, one could conclude that they felt most pressure and least impact in their roles which affects meaning, confidence and ultimately job satisfaction. Given this, it was not surprising that these groups were most "pro-change" within the departments.

Even though females in Senior Management Service were more positive about performance appraisals helping them become better at their jobs, the general consensus was that they did not. The participating disabled were least confident about its link to performance. Most positive were African females which corroborated the findings that showed them to be the group most clear on what they needed to do to improve their performance. Given that African females held lower ranking positions in the final sample suggests that performance appraisals were more likely to be effective for lower ranks than others. African females also presented to be most confident about having access to additional resources when the need arose even though just under half perceived this to be true. Respondents were generally uncertain about the access they had to additional resources, which suggested that they were uncertain about their ability to enhance their performance through its utilization or they were uncertain about which resources were available to enhance their performance.

6.3. Recommendations

6.3.1. Further Research

The researcher identified a need for further exploration into the various themes which came through in the findings of the study and are offered as factors for further consideration under

the pillars of empowerment brought forward. It is highly recommended that further research take place in the form of a qualitative research study as it is necessary to retrieve more textured data on key elements revealed in the study. Utilizing the same population, key informants and focus groups must be sampled by department, designation, race and gender to ensure the validity of further research is maintained. An empowering environment is one in which individuals, teams and workplace culture promotes the following principles:

6.3.1.1. Meaning

A number of important elements were connected to the empowerment pillar of meaning as the individual in any working context is connected to their roles and others from a micro to a macro level. The following factors are recommended for future research:

- Job satisfaction;
- Trust;
- Reward systems;
- Ethical conduct;
- Diversity and culture;
- Gender and organisational values;
- Training and development; and
- Performance Management Systems.

Job satisfaction is somewhat of an overarching drive for any organisation wishing to retain talent and maximise productive output. Every organisation is unique and therefore blanket approaches to ensuring job satisfaction become less impactful when adopted. As the findings have shown, there are a number of important considerations in the Provincial Government of the Western Cape, considerations that have been shown as potentially disempowering in the workplace. By gaining a more in-depth understanding of what senior managers believe promotes or constitutes as barriers to job satisfaction, actions can be taken to improve or change where there are limitations and opportunities in the working context. An additional benefit here is that employees feel included and the organisation is able to better align individual needs to those of the Provincial Government of the Western Cape. Through participatory action such as this, the organisation increases the likelihood of

employee “buy in”, which is an important factor in output and performance. The concept of employee “buy in” and inclusion has its foundation in trust, another element of meaning shared and created between individuals and the working environment. Where the findings revealed trust to be critical in the development and maintenance of superior-subordinate relationships as well as those between co-workers, further research would help the Provincial Government of the Western Cape isolate those relational characteristics which enhance reduce trust. This would allow for actions and measures to be built into the working environment that produce a positive workplace culture, one in which impetus is given to the alignment of meaning and trust.

One way in which meaning is misaligned is through diversity. Different cultures, race and gender in one working context means an eclectic workplace in which trust is potentially affected. Diversity is characteristic of the Provincial Government of the Western Cape and the findings of this study showed it to have implications in the way certain groups are perceived. These implications may be negative or positive which is why a qualitative study is necessary to ensure that senior manager’s perceptions do not produce a culture lacking in trust and opportunity for certain groups, that perceptions of diversity are healthy and contribute to a positive climate rather than a negative one. This is important for understanding root-cause in discriminatory practice.

A more specific example was shown in the value different groups attached to reward systems. By allocating importance to individuals’ motivations for staying in or leaving a position or environment, the organisation is better equipped to be proactive when it comes to job satisfaction and employee retention strategies i.e. reward systems. Where this is a formalised system in every workplace, further research allows for the Provincial Government to explore the potential of more informal mechanisms, like recognition, as a job satisfaction tool. In addition, a qualitative study will highlight not only the differences between groups, but also similarities, that which may be turned into opportunity where potential threats are found.

A benefit of a qualitative study is that it includes the knowledge of employees in the workplace. The process of acquiring this information may also serve as a boost to employee morale as people naturally seek inclusion. One way in an inclusive process may benefit the

Provincial Government of the Western Cape specifically is in the area of training and development. In order to ensure that training and development opportunities are adequately supported by employees, they have to find their learning as meaningful. The fact that many did not perceive it to be relevant means that further exploration is needed to detail why this was the case. There may be elements of the system i.e. decision making, where employees may feel they could be included more. Alternatively, they may have ideas on how career development planning may suit the environment better, or be a better fit to organisation and the individual. Further to this, the lack of faith in the Performance Management System means there is an opportunity to gauge the pitfalls of the system causing senior management to perceive that it does not benefit their performance.

6.3.1.2. Competence

The perception of competence is both intrapersonal as well as interpersonal. Each relational level affects the performance of the individual. The elements brought forward in the findings relating to the empowerment pillar of competence were:

- Job challenge;
- Confidence;
- Proactive vs. Reactive orientation;
- Time management;
- Information access;
- Interpersonal relationships;
- Sabotage; and
- Gender and impact.

Where low levels of job challenge and paralysis were found in what the job required, it becomes necessary to understand the way in which the job specification may play a role and/or if senior managers feel under-utilised in their roles. Further exploration may yield critical information needed to maximise the capability of staff in order to promote a high involvement environment.

As previously highlighted, the link between confidence and competence has been proved to be a major player in the workplace. The extent to which this was the case for the senior

managers of the Provincial Government of the Western Cape, was not specified clearly enough in this study, although the link was proved to exist. An investigation into these dynamics would serve to isolate the relational dynamics that promote confidence and those which are disempowering. All of the aforementioned have a critical link to trust, meaning and the ability of individuals to self-determine.

Time management or the ability to manage time effectively was proved to be somewhat elusive to very many senior managers. They were clear that they found it a difficult aspect in their working environment and also stated that it impacted on their performance. The Provincial Government of the Western Cape should investigate this as the number of senior managers experiencing a lack of control over time could be impacting performance on a much broader scale. On a personal and individual level, it is specified under the psychological empowerment pillar of competence as feelings of being out-of-control in the work context has been shown to reduce confidence levels. This has the potential to increase job strain and affect employees' well-being as well as their ability to meet their objectives.

Time is considered a valuable resource and so is the access people have to the information they need in the workplace. Timely and sufficient access to information also has the ability to boost confidence and enhance performance. However, senior managers have insight into the relational and systemic barriers to the ease of access which a qualitative study would provide. Further to this, more in-depth knowledge on workplace uncertainty and its level of impact on the individual and the environment would isolate the strengths and weakness of information sharing. Examples of barriers brought forward in the study were that of gendered information access as well as workplace sabotage. Access to information may very well be linked to discriminatory practice where both impact and confidence were perceived to be gendered. Similarly, further investigation would serve those victim to workplace sabotage in the form of rational knowledge on which to base policy amendments.

An overarching benefit of further research is that through adequate investigation and change action, the Provincial Government of the Western Cape, may bring about a more pro-active orientation in their senior management staff as opposed to the reactive orientation which this study had proved to exist.

6.3.1.3. Self-Determination

The key elements featuring under the empowerment pillar of self-determination were:

- Decision-making; and
- Training and Development.

This study showed the importance of understanding the nature of decision-making in the workplace, the power and control dynamics associated with it and the potential barriers it brings for individuals ability to self-determine and use their initiative in their environments. Where the findings revealed that discretionary power may be gendered, it is worthwhile investigating the potential of discriminatory practice in the realm of senior management decision-making capability.

In addition, low levels of participant engagement in decision-making with regards to training and development or career development planning, may produce low involvement by those directly affected. Therefore, exploration into senior managers' perceptions relative to their lack of power and control is critical to the ability of the Provincial Government of the Western Cape in creating a more inclusive environment, better supported staff compliment and more self-determined and autonomous workforce.

6.3.1.4. Impact

Impact enhancement is an overarching aim in any organisation, equally so for the Provincial Government of the Western Cape. In essence it means the capacity to consistently provide a better service and product. As a pillar of empowerment, it requires empowerment through all other pillars brought forward in the theoretical framework used in the study. However, impact also related to and has direct links to the following:

- The changing environment; and
- Work overload.

Working environments change, and senior managers of the Provincial Government of the Western Cape revealed themselves to be disempowered during a time of change or crisis. The further investigation around the perceived barriers to their inability to deal effectively during these times is necessary not only for individual well-being, but also for the provincial

governments' capacity to serve the public of South Africa in an effective manner. Through more detailed knowledge, measures and systems can be put in place in order to bring more flexibility into the environment or support for senior managers during times of crisis. Further to this, enhanced communication of and inclusion into the broader context in which they operate, may equip senior managers with the kind of knowledge that allows them the crisis' they are dealing with into context and avoid potential problems in other areas which may be affected. This is one way in which they could be included into decision-making over and above the scope of their jobs and as a result perceive greater impact in their roles.

An important factor in the reduction of impact is work overload. Even though the perceive incompetency of superiors as well as vacancies not being filled within the department had been isolated as reasons for senior managers feeling overloaded, these may not e the only reasons. Where this also has direct links to job stress and satisfaction, it necessitates further investigation into the parameters.

6.3.1.5. Opportunity To Learn And Grow

The two areas under this social-structural pillar of empowerment requiring examination are:

- The “glass ceiling”; and
- Mentorship.

Designated groups within the Provincial Government of the Western Cape perceived that the opportunity to learn and grow was gendered and that a “glass ceiling” existed for women within the workplace. It is therefore paramount to the retention of these groups, their levels of job satisfaction as well as the obligation of the provincial government to eliminate all forms of discrimination in the workplace, that the nature of this is further explored. It is important to know in which manner discrimination is experienced, whether the victims are knowledgeable about recourse processes available to them and how discriminatory practice can be eliminated.

Even though the study revealed discrimination as a barrier to the opportunity to learn and grow, it also revealed a potential opportunity by way of formalised mentorship programmes.

Mentorship was shown to exist for only a few. A more in-depth understanding of the concept is necessary to ascertain the value senior manager's place on it and whether it would be as viable a fast-tracking mechanism as research has proved it to be in the workplace. The knowledge gained from further investigation may provide impetus for it to be included as part of training and development should senior managers find it meaningful.

6.3.1.6. Access To Resources

An employee's ability to access resources in the working environment is important to their basic functionality as well as their capability to enhance their performance. This study showed that, 1) Access to the Human Resource function was lacking, and 2) uncertainty in access to resources is a limitation to performance.

It is the manner in which senior managers would like to have access and the frequency with which they feel access to the Human Resource function is necessary, that further qualitative research would provide. This process would facilitate the inclusion of key stakeholders in the redefining of the parameters of this vital support function.

Generally, senior managers were uncertain about which resources they had access to in the workplace. Once again, their inclusion into the expansion of knowledge in this regard would serve to increase flexibility in the system which has the potential to develop innovation-oriented leaders in the Provincial Government of the Western Cape.

6.3.1.7. Access To Information

There were 2 critical elements shown to affect the access senior managers had to access information. These were:

- Information systems; and
- Interpersonal relationships.

Information systems have the potential to enable a highly effective workforce as well as encourage and keep staff abreast of change and innovative practice within their environments. The findings revealed that senior managers were highly reliant of co-workers

for information suggesting that the information systems they had access to, did not yield them as autonomous, nor did it give them the scope to maximise their efficiency. Having said this, further investigation is needed to understand where the barriers and opportunities lay regarding the existing system so that adjustments can be made to satisfy needs identified.

In addition, senior managers, particularly females, presented to be highly reliant on co-workers for information. It is therefore necessary to identify the nature of potential discriminatory practice in their perceived lack of access.

6.3.1.8. Access To Support

The role of interpersonal relationships in the process of empowerment has featured in almost every aspect on empowerment and is certainly not without weight when it comes to the empowerment pillar of access to support, in fact, it is the foundation.

Senior managers indicated that they did not receive all the support they needed from their superiors as well as generally lacking in support in their roles. The question of what level of support is expected; the nature of support given and the barriers to its access would serve the Provincial Government of the Western Cape well in understanding the impact of the lack thereof on a micro as well as a meso and macro level.

Conflict was presented as a contributing factor to limited support in the workplace. Recorded as having a negative impact on support from superiors as well as subordinates, it is therefore necessary to gain more in-depth knowledge on what promotes conflict, how individuals cope with it, and how it can be managed better. A qualitative study would reveal what resources and support mechanisms are needed in order to build and maintain relationships through conflict.

Upon further exploration into the themes brought forward through qualitative research, the Provincial Government of the Western Cape will be better equipped to:

- Understand the dynamics of the working environment;
- Strategise and plan for the empowerment of the workforce through the utilisation of relevant and rational knowledge;

- Implement mechanisms and measures that enable senior managers to become better leaders; and
- Build in effective monitoring and evaluation systems linked to empowerment.

6.3.2. The Provincial Government Of The Western Cape

A strategic plan for the empowerment of individuals must be based on valid knowledge. The findings and conclusions presented in this study have identified particular needs which have been used to make the following recommendations for the provincial governments' planning environment. It is recommended that the Provincial Government of the Western Cape develop and implement a leadership development programme that nurture critical skills in the following areas:

- Personal mastery, building capacity of senior managers to apply principles of emotional intelligence in the management of themselves and others. This includes the ability to sustain and be consistent in behaviours and the identification of limiting perceptions and barriers to maximising potential;
- Developing and applying strategies to build and maintain workplace relationships that focuses on communication skills;
- The ability to build and focus teams toward a vision through motivation, the identification and sharing of meaning and the devolution of power;
- The coaching and mentoring of team members through performance management systems by way of effective feedback mechanisms and inclusive practice; and
- The interpretation and adequate management of conflict, utilising tools that turn challenge into opportunity and the ability to maintain team focus amidst crisis.

In addition, appropriate communications campaigns may be launched to redefine the parameters of workplace culture that is pro-change and anti-discrimination. The following areas must be included:

- Principles of diversity management and understanding;
- Meaning, diversity and culture;
- Access to information and discrimination;

- Access to support and discrimination;
- Proactive vs. Reactive orientation;
- Recognition in the workplace; and
- Competence vs. Confidence intra and interpersonally.

The Provincial Government of the Western Cape has certain obligations through the findings of this study. Further qualitative research will be necessary to expand on current knowledge for policy review on the following aspects presented:

- Workplace sabotage;
- Victimisation; and
- Discriminatory practice.

The researcher is firm in the belief that the above recommendations serve as a sufficient baseline plan of action given the findings revealed. A more textured dataset retrieved through qualitative research is necessary to provide a summative assessment of perceptions senior managers have on their empowerment in the workplace.

6.4. Conclusion

The conclusions and recommendations chapter presented conclusions as they related to key themes brought forward in the study as well as how they impacted senior managers in terms of the theoretical pillars of empowerment used to frame it, further research recommendations were offered to expand on various themes that would facilitate the refining of findings relevant. Lastly, the Provincial Government of the Western Capes' leadership development planning environment was offered recommendations based on the findings and the literature.

This study has been significantly innovative in itself as it has offered a unique perspective on empowerment within the Provincial Government of the Western Cape. Increasingly pertinent to the workplace is the understanding of employee dynamics and how they perceive their environments. Through such exploration, we gain in-depth knowledge on where organisations are strong and which areas need to be turned from threats into opportunities. Leadership development starts internally. Organisation, be they public or private, are becoming more aware of the need to maximise the potential of employees in

order to maximise their impact in the environments in which they operate. Empowerment is one such mechanism for achieving this. This particular study utilised a comprehensive framework which has continuity in planning and implementation and provided a critical base of knowledge from which to expand.

The implications are multi-fold. Empowering people has a positive relationship with job satisfaction and retention, reduces work stress and promotes change-oriented and innovative work climate and culture. With these elements in place, the Provincial Government of the Western Cape is better placed to fulfil its legislative and policy requirement, deliver better service to the public and have broader impact. It is however imperative that appropriate action be taken given the knowledge afforded by this study. The recommended elements must be explored further and incorporated into actionable plans which have political backing and allocated budgets. As the study has shown, it is most effective to implement plans for initiative surrounding the development of people when they are included into the process. This study has yielded critical information from senior managers that would not otherwise have been recorded and therefore provides the Provincial Government with an obligation to utilise it in a manner that serves its employees.

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Appendix A: Broad-Based Black Economic Empowerment Generic Scorecard

Element	Definition	Code Series	Weighting
Direct Empowerment			
Ownership	Measures the effective ownership of enterprises by black people.	100	20 points
Management Control	Measure the effective control of enterprises by black people.	200	10 points
	Measures the initiatives intended to achieve equity in the workplace under the Act and the Employment Equity Act.	300	15 points
	Measure the extent to which employers carry out initiatives designed to develop the competencies of black employees.	400	15 points
Indirect Empowerment			
Preferential Procurement	Measure the extent to which employers buy goods and services from suppliers with strong B-BBEE recognition levels.	500	20 points
Enterprise Development	Measures the extent to which enterprises carry out initiatives intended to assist and accelerate the development and sustainability of other enterprises.	600	15 points
Socio-Economic Development Initiatives	Measures the extent to which enterprises carry out initiatives that contribute to socio-economic development or sector specific initiatives that promote access to the economy for black people.	700	5 points

(Department of Trade and Industry, 2007)

Appendix B: Authorisation Letter



DEPARTMENT of the PREMIER

Provincial Government of the Western Cape

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Ms J Orgill
Student at the University of Cape Town

Dear Ms Orgill

REQUEST FOR QUANTITATIVE STUDY WITHIN THE PROVINCIAL GOVERNMENT WESTERN CAPE 2011

Reference is made to your request in the above regard, the contents of which have been noted.

Approval is hereby granted for you to conduct a quantitative study within the Provincial Government of the Western Cape in 2011 as part of your studies for a Masters Degree in Social Planning and Administration at the University of Cape Town. However, it should be noted that participation by selected employees will be voluntary.

My best wishes accompany you with your research study and it is trusted that your findings will contribute towards the Western Cape Provincial Government's retention and talent management strategies.

Kind regards

A handwritten signature in black ink, appearing to read 'Brent Gerber'.

Adv BRENT GERBER
DIRECTOR-GENERAL

DATE: 22/10/11

Appendix C: Data Collection Tool

"WESTERN CAPE PROVINCIAL GOVERNMENT: SENIOR MANAGEMENT'S PERCEPTION OF PSYCHOLOGICAL AND SOCIAL-STRUCTURAL EMPOWERMENT LEVELS"

Dear Participants,

You have been selected to participate in a study on empowerment within the top and middle management levels of the PGWC. This forms part of a Masters dissertation in Social Planning and Administration at the University of Cape Town.

This study is critical because it explores your perceptions of individual as well as social-structural empowerment. The data from the study will hopefully inform the PGWC's related policy and programme plans.

Although your participation is completely voluntary, I encourage you to spare the 20 minutes to answer questions and share information that you may not otherwise be asked. The more participants there are the greater the study's validity and the greater the impact the study could have on future policy. Key insights into experiences and perceptions of critical roles within the PGWC could prove invaluable in addressing some of your concerns on empowerment.

It is important for you to note that you will need to click on the URL link provided. This will connect you to the website where the questionnaire is located. Please complete the questionnaire once. The data you input is completely confidential and cannot be linked to you specifically.

If you decide to participate, please answer the questions as openly and honestly as possible. I reiterate that your responses cannot be linked to you and the researcher is ethically bound to maintain strict confidentiality.

Should you have any queries regarding the questionnaire, please feel free to email me on jade.orgill@gmail.com.

Thank you for your time and effort in ensuring the success of my Masters research.

Yours Sincerely

Jade Orgill

Please note that all fields marked with an astrix (*) are required.

1) Age:*

2) Race:*

- ☐ African
- ☐ Coloured
- ☐ Indian
- ☐ White
- ☐ Other

3) Gender:*

- ☐ Male
- ☐ Female

4) Disability:*

- ☐ Yes
- ☐ No

5) Home Language:*

- ☐ African language
- ☐ English
- ☐ Afrikaans
- ☐ Other

6) Martial Status:*

- ☐ Married
- ☐ Divorced
- ☐ Widowed
- ☐ Single

7) Number of dependents:*

8) What is your current job title?*

- ☐ Head of Department
- ☐ Chief Director
- ☐ Director
- ☐ Deputy Director
- ☐ Assistant Director
- ☐ Other

9) Which department do you currently work in?*

- ☐ Western Cape Education Department
- ☐ Department of Health
- ☐ Provincial Treasury
- ☐ Department of Human Settlements
- ☐ Department of Cultural Affairs and Sport
- ☐ Department of Environmental Affairs and Development Planning
- ☐ Department of Community Safety
- ☐ Department of Agriculture
- ☐ Department of Social Development
- ☐ Department of Economic Development and Tourism
- ☐ Department of Transport and Public Works
- ☐ Department of Local Government

10) How many years in total have you worked for the department you are currently working in?*

11) How long have you been in your current position?*

12) Which salary level (grade) do you fall into?*

- ☐ 16

☐ 15

☐ 14

☐ 13

☐ 12

☐ 11

☐ 10

☐ 09

13) What is the highest level of education you have obtained?*

☐ Matric

☐ Diploma

☐ Undergraduate Degree

☐ Post-Graduate Degree

☐ Other

14) My direct line manager is..*

☐ Male

☐ Female

Listed below are a number of self-orientations that people may have with regard to their work role. Using the following scale, please indicate the extent to which you agree or disagree that each one describes your self-orientation.

Social-Structural Empowerment -

Opportunity to learn and grow

15) I am challenged by the work I do.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

16) I have a mentor in the workplace that helps me grow.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

17) I receive equal opportunities in career development as the opposite gender does.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

18) My job requires me to use all relevant knowledge I have.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

19) Performance appraisals help me become better at my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

20) There is a "glass ceiling" for women in my department.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral

☐ Disagree

☐ Strongly Disagree

21) I am increasing my knowledge in my current position.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

22) My position allows me to develop new skills.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

23) I frequently collaborate with my line manager on activities.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

24) The training I receive is relevant to my job.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

Access to Information

25) I know exactly what is required of me in my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

26) It is easy to obtain information to do my job effectively.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

27) I have all the information I need relevant to my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

28) Most of the information I need comes from co-workers.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

29) My co-workers freely share the information they have.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral

☐ Disagree

☐ Strongly Disagree

30) Everyone in my immediate environment has equal access to the information they need to do their jobs effectively.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

31) Men and women have equal access to information.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

Access to Support

32) Conflict limits the amount of support I get from my superior.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

33) Conflict limits the amount of support I get from my subordinates.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

34) Conflict occurs between co-workers.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

35) I can discuss problems I have in my job without fear of victimization.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

36) I have all the support I need in my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

37) Time constraints cause stress within my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

38) I am clear about what I need to do to improve my performance.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral

☐ Disagree

☐ Strongly Disagree

39) I am recognised for the things I do well in my job.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

40) I receive support from my superiors.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

41) Team structured activities contribute to my increased performance.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

42) Generally, both men and women receive equal political support for using their initiatives.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

43) I receive sufficient support from colleagues of the opposite sex.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

44) Generally, I have a good working relationship with my subordinates.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

45) Generally, I have a good working relationship with my superiors.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Access to Resources

46) I have received adequate management training to do my job effectively.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

47) I have enough time in the working week to carry out all my tasks.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral

- ☐ Disagree
- ☐ Strongly Disagree

48) I receive additional resources when required.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

49) I have easy access to support from human resources personnel.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

50) Both men and women have enough time to carry out their jobs effectively.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

51) Men and women (on the same level) have equal access to additional staffing if needed.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

52) Political constraints hamper my access to funding.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

53) Individual training and development are dictated by politics rather than departmental policy.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

54) Departmental politics favours the professional development of men over women.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Psychological Empowerment -

Meaning: Sharing organisational values, beliefs and behaviours

55) I care about my work, it is important to me.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

56) The activities I perform are in line with my own personal value system.*

- ☐ Strongly Agree

- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

57) I value monetary rewards.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

58) I value the meaning created by my job more than other rewards.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

59) I am excited about the work I do.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

60) In my job, I am doing things that maintain my integrity.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

61) I am clear about the values of the department in which I work.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

62) I share the same values and beliefs as the organisation.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

63) I share the same values and beliefs as my co workers.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

64) I am happy with my co-workers ethical conduct in their positions.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

65) The ethical conduct of my colleagues can be improved.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral

- ☐ Disagree
- ☐ Strongly Disagree

66) Men and women have different organisational values within the department.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

67) Affirmative action policies have a positive effect on departmental culture.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

68) I see affirmative action policies as a threat to service delivery.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Competence – confidence to perform job

69) I feel confident about my ability to do my job well.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

70) I think about changing jobs constantly.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

71) If I was offered another job I would accept it.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

72) I feel paralyzed by what I am required to do.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

73) Forces outside of the department prevent me from attaining my required level of performance.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

74) I know I have the skills and abilities to get the job done.*

- ☐ Strongly Agree
- ☐ Agree

- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

75) My job is challenging, but never beyond my capacity.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

76) I am able to overcome challenges in my job because I have the ability and skill set to do so.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

77) I often withdraw from tasks because I don't feel I have the ability to do them effectively.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

78) I am confident that I can carry out my tasks effectively.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

79) My superiors are confident of my abilities.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

80) My co-workers have confidence in me.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

81) I can independently handle all tasks that are given to me.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

82) I rely heavily on co-workers to complete my job requirements.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

83) Men and women in management roles display equal confidence in carrying out their duties.*

- ☐ Strongly Agree
- ☐ Agree

- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

84) Mentorship gives me greater confidence.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

85) My work is sabotaged by others regularly.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

86) I am disillusioned with my superiors' incompetence.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

87) I am disillusioned by my subordinates' incompetence.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Self-Determination: autonomy and formalized decision-making power/control over work.

88) I have the power to make decisions that affect my job tasks.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

89) I am in complete control of my level of performance.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

90) My ability to perform in my job is highly dependent on decisions made by my superiors.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

91) I have complete control over the time I have to complete tasks.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

92) I am encouraged to take more responsibility in my job.*

- ☐ Strongly Agree

- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

93) I am regularly overloaded with duties due to my superior's incompetence.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

94) I am regularly overloaded with duties due to vacancies not being filled within the department.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

95) Standard operating procedures create pressure for conformity.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

96) I am trusted to use initiative in my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree

☐ Strongly Disagree

97) I take the initiative in my job.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

98) I am proactive in my job.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

99) I am trusted to decide the best way of carrying out my job.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

100) I take ownership of all activities required of me.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

101) The department encourages me to use my initiative.*

☐ Strongly Agree

- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Impact – impact over organisational outcomes/results

102) I feel empowered during a time of crisis.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

103) I know that I can make a difference through the work I do.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

104) I have input into work related decisions over and above the scope of my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

105) I see myself as making a difference in my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree

☐ Strongly Disagree

106) I think change is very important within the department.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

107) I am able to challenge the status quo in my job.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

108) I am able to push boundaries in my working environment.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

109) I shape the outcome of the environment in which I operate.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

110) Hierarchical (bureaucratic) structures at a departmental level discourages initiative.*

☐ Strongly Agree

- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

111) Bureaucratic structures at a provincial level impede change.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

112) I am clear about the department's goals and objectives.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

113) The goals and objectives in my job are in line with those of the department.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

114) My job tasks contribute significantly to departmental outcomes.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

115) Men and women have equal impact on organisational outcomes.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

116) Affirmative action policies hinder departmental performance.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Thank You!

Thank you for taking our survey. Your response is very important to us.

4. Chapter Four: Methodology

4.1. Introduction

The following chapter details the study's methodology. It describes the selected research design and how respondents were selected through a sampling process. Further, data collection is examined; along with the tools used, approach taken, the manner in which it was recorded and ultimately analysed. The study's limitations for each of the above mentioned elements are put forward concluding with the researcher's reflexivity on the chosen methodology.

4.2. Research Design

The study was explorative and descriptive. It was unique in the study of senior management empowerment within the Provincial Government of the Western Cape. The methodology chosen was quantitative and completed in a single phase. This was the most fitting design choice as the researcher was able to target a large sample of senior managers with the design using survey tools traditionally associated with quantitative designs. Given that empowerment legislation, policies and strategies currently in place impacts and affects all employees working within government, the research had to reach a wide audience in order to draw significant data on various demographic groups. Relevant conclusions could only be drawn on designated group's perceptions through a large sample. Another advantage of using quantitative methods was the precision and reduced ambiguity of the data. In addition, the researcher was able to explore a greater number of concepts relevant to the study.

Quantitative and qualitative methodologies do not always exist in complete isolation from one another. In this particular study, the quantitative-based survey gathered data on perceptions which are traditionally the space qualitative designs occupy, but does this on a larger scale (Gilbert 2008). Where qualitative methodologies tend to yield more textured and detailed data, focused around understanding experiences, they utilise a smaller sample of respondents and are not necessarily representative. Respondent's answers to questions, or statements as was the case here, were formulated around variables identified, averaged and statistics calculated. It is best described as a numerical description of data (Gilbert 2008). This particular design

provided empirical and comparative data on perceptions of empowerment levels on a greater and more representative sample allowing the researcher to highlight commonalities between respondent demographics and the elements the study intended exploring. The result was a situational baseline of data on senior manager's perceptions of empowerment in the Provincial Government of the Western Cape.

4.3. Sampling

The researcher took a processed approach to the sampling of respondents. The total population was purposively selected as the twelve functional departments within the Provincial Government of the Western Cape. The decision to exclude the Premier's office was made to avoid the potential of a political slant to the data. The twelve departments were of equal "distance" from the political executive, meaning that the survey would be targeted at operational senior management, those responsible for the execution and implementation of strategic planning within the province. In other words, the researcher purposively intended to access the data from operational management. In order to achieve this, the researcher had to gain access to the Corporate Services department situated within the Premiers office. Performing a centralised Human Resources service to all twelve functional departments, they were able to provide the researcher with the correct protocols to follow as well as being able to provide the database of all employees within the Provincial Government of the Western Cape.

Initially the researcher met with the Director of Performance Management to discuss the study intention. In this meeting, it was understood that provincial government categorizes senior management by salary level (13 to 16) as Senior Management Services. Salary level 9 to 12 was understood to comprise middle and junior managers. Given the literature reviewed, the researcher decided that salary levels 9 to 12 would need to be included for the survey to reach a larger and more representative female population. The researcher had labeled the sample by the designations chosen, including salary levels 9 to 12, as senior management. Those that are employed in salary levels 9 to 12 are categorized as "highly skilled supervision". When the initial database was analysed, before job title stratification was conducted, it showed that a total of

302 were employed in the category of senior management services and 12 479 employed in the category of highly skilled supervision. Females constituted 31% of those employed in Senior Management Services and 59% in highly skilled supervision. The job titles chosen to be sampled across all twelve departments were Heads of Departments, Chief Directors, Directors, Deputy Directors and Assistants Directors. Almost all departments had these standardize titles in their hierarchy, so it became the most feasible way to stratify senior managers. Once the job title stratification had been conducted, 277 Senior Management Service employees had been sampled and 1 322 highly skilled supervision employees had been included. Females made up 31% of the final sample of Senior Management Service employees and 41% of the highly skilled supervision. The analysis of representation at departmental level shows that the Provincial Government of the Western Cape had not met their commitment to 50% female representivity at Senior Management Service level, a target set to be reached in 2009. It did however show a greater percentage of females represented in highly skilled supervisory roles. Instructed at this point that authorization was required from the Office of the Director-General, a letter was drafted and sent, detailing the parameters of the study, the supporting institution and the researchers' requirements going forward. Once the authorization was obtained – see Appendix B, the researcher was connected with the Deputy-Director of Monitoring and Evaluation in Corporate Services. It was through this contact that the researcher obtained the full database of employees with the Provincial Government of the Western Cape. The database of employees utilised in the study was last updated on the 23rd of the December 2011. Within the Western Cape Provincial Government there are twelve functional departments, these being:

1. Department of Agriculture;
2. Department of Community Safety;
3. Department of Cultural Affairs and Sport;
4. Western Cape Education Department;
5. Department of Economic Development and Tourism;
6. Provincial Treasury;
7. Department of Health;
8. Department of Human Settlements;

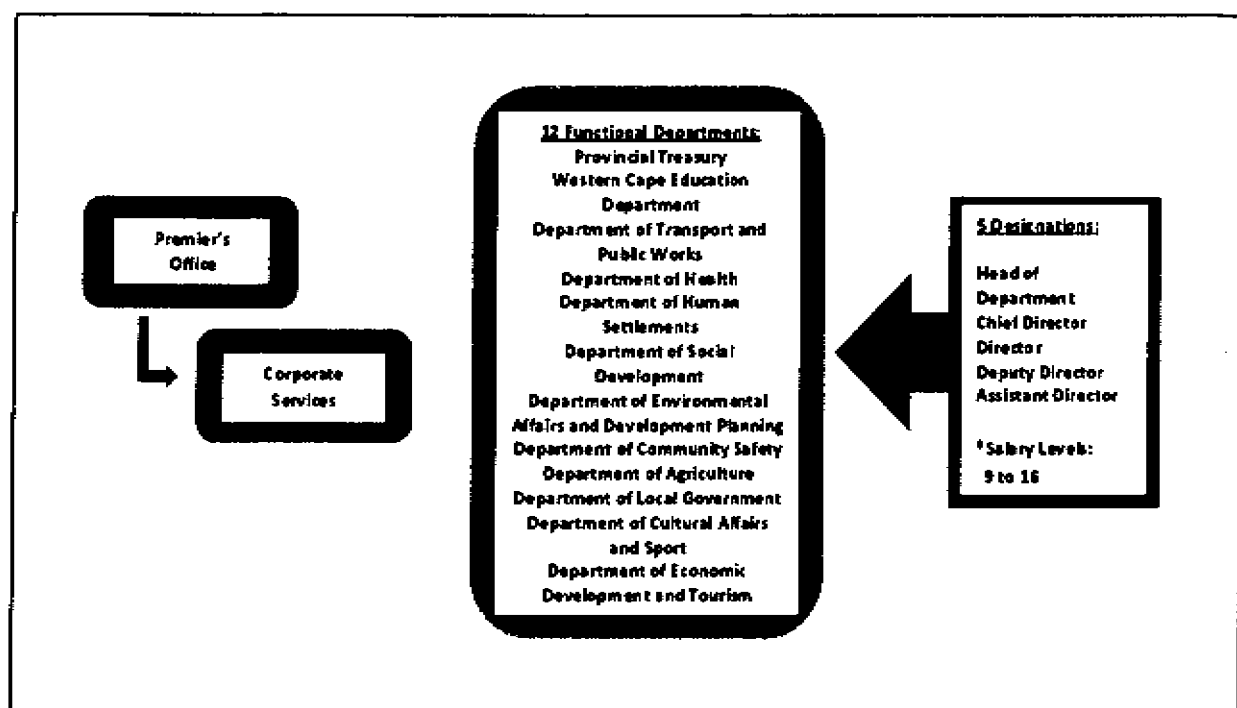
9. Department of Environmental Affairs and Development Planning;
10. Department of Social development;
11. Department of Transport and Public Works; and
12. Department of Local Government.

The researcher utilised a probability, stratified random sampling technique, characteristic of quantitative designs. The total population was the twelve functional departments. The database was then stratified according to five designations with the various departments i.e. Heads of Department, Chief Directors, Directors, Deputy Directors and Assistant Directors. The sampling strategy aimed to isolate those employees according to specific criteria. Each respondent had to be responsible for the delivery of strategic departmental goals, each designation needed to act in a management capacity, be responsible for a staff compliment and accountable to deliverables that impacted on the services received by the people of the Western Cape. This meant that certain specialist staff, falling within these salary levels, was not included in the study.

All departments, barring two, had the standardized designations, chosen for stratification, in their structures and all fitted the criteria identified by the researcher as pertinent to the study. In those departments that had not shifted to the standardized designations, the researcher met with the Corporate Services representatives in each department and made sure that the salary level was used as the initial stratification and then respondents were sampled based on the criteria set. The initial database provided was split by department, job title, race, gender, and salary level allowing for a totally representative and random sampling process to take place. This sampling technique ensured the study had the highest probability. Each person within the designations chosen had equal opportunity to participate in the study and given access to the online link via email. The sampling technique considered the homogenous nature of the population and made sure each sampling unit was given equal representation (De Vos 2005).

The total sample or population was 1 622 senior managers. In Figure 2 the author provides an illustration of the population chosen and stratification in the sampling process.

Figure 2: Population And Stratification



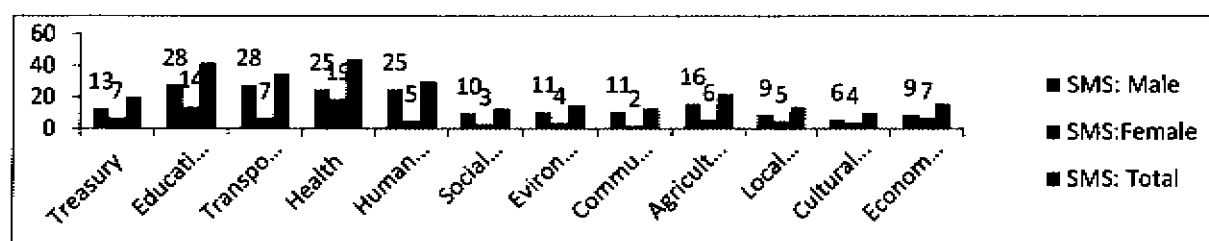
Once the sampling had been completed, the researcher needed to gain access to the electronic mail (E-mail) addresses of the respondents. Based in the Corporate Services offices, the researcher extracted the addresses off the internal e-mailing programme and then manually added them to the filtered database for each of the sampled respondents. Quality control checks were done with the Corporate Service representative in each department ensuring the e-mail addresses taken off the internal electronic mailing system aligned with the names of the sampled respondents.

A contrast of female representation at the Senior Management Services level is seen in comparing Table 1 with Graph 4 figures. In Graph 4, the percentages of females in Senior Management Service positions are lower than the total percentage of female representation at department level. This indicates that commitments by National Government and so the Provincial Government of the Western Cape to achieve 50% representivity by 2009 have not been met giving even greater purpose to the study.

Table 1: Total Sample Split By Department And Gender

Department	Count	Percentage	Total
Provincial Treasury	85	48%	93
Education	57	34%	111
Transport and Public Works	69	23%	232
Health	191	52%	179
Human Settlements	36	32%	77
Social Development	16	30%	38
Environmental Affairs and Development Planning	15	41%	21
Community Safety	18	26%	52
Agriculture	37	40%	55
Local Government	44	54%	38
Cultural Affairs and Sport	26	41%	37
Economic Development and Tourism	50	53%	45

Graph 4: Total Sample Senior Management Services (SMS) by Department and Gender



4.4. Data Collection

4.4.1. Data Collection Tool

The researcher utilised a quantitative survey questionnaire as a tool to collect the data. The survey questionnaire allowed the respondents to give their input individually, without influence from the researcher or other respondents as is the case with qualitative research. It promoted the respondents' honest reflection on empowerment. The most appropriate channel to send the survey was electronically. The researcher chose a web-based survey tool for easy data collection because anyone with internet access can participate. The sampling is thus affected in that the tool needed to be accessible. The researcher ensured that all respondents would have access to e-mail and given that it was a communication medium most frequently used by the respondents, they were highly likely to receive the survey link immediately. Respondents could also complete the questionnaire in their own time and in a private setting ensuring confidentiality.

According to Sheehan (2001), sending surveys electronically was better than posting in the way that response rates were improved, the surveys were completed and returned in a shorter time and the overall cost to the researcher was reduced by 5 to 20%. As a result the greater the sample size the more cost effective the study. Web-based surveys also allowed the researcher to track response rates, timing and data more accurately. In addition, it meant that the researcher was able to have more control over the receipt of the survey (Sheehan 2001). Where e-mail addresses were incorrect a notification was returned, the address corrected and the survey re-sent. Moreover, where the respondent was not available, the "out-of-office" notification would be sent back and as a result, the survey link was re-sent when they returned to office.

There were however disadvantages in surveying. Where respondents had been "over-surveyed" they may have perceive that their participation was not particularly important and so their attitude toward the survey may not have been very positive. Survey length also had the potential to reduce the response rate. The longer the survey the less likely it was for a respondent to complete the survey as they lost interest or was constrained by time and thus unable. In fact, business-oriented studies, as was the case in this study, had shown that survey length was one of the main reasons for non-response error (Sheehan 2001). The web-survey programme used recorded 176 incomplete surveys. Approximately 10% of all 176 respondents answered the last question of the survey indicating that time or interest may have been an issue for respondents. The survey comprised 115 questions. Previous research had shown that the response rate one should expect for a survey of 94 questions is 10% (Sheehan 2001). This proved that the response rate of 17% yielded by the study is significantly greater than what was anticipated.

The questionnaire was split into two parts. Initially it asked for important demographic information about each respondent - see Appendix C. All responses in this section of the survey were required i.e. the respondent was not able to submit a completed questionnaire without completing all demographic fields. The reason for its prioritization was that the demographic

information became control elements in the analysis of the data. It allowed the researcher to make critical comparisons between gender, job title and race etc.

The second section of the survey focused on and was constructed around the eight elements of empowerment linked to the theoretical premise upon which the study was based. These included four psychological empowerment pillars (meaning, competence, self-determination, and impact) and four social-structural empowerment principles (access to resources, access to information, opportunity to learn and grow and access to support). A 5 point Likert Scale was chosen as the format in which the second section of the questionnaire was structured. The survey was completed by the respondents through selecting one of five tick boxes that most represented their perceptions of empowerment. This was done for each statement series under all eight empowerment principles. The idea was to accurately measure how they perceived each statement. The 5 point Likert scale offered respondents the following options, 1) strongly agree, 2) agree, 3) neutral, 4) disagree) and 5) strongly disagree. Respondents were allowed to select only one option out of the five given and all line items in the survey required a response.

4.4.2. Data Collection Approach

Given the sample size, the distance of the researcher from the sample and the drive to achieve representivity and a valid dataset, the researcher felt a processed approach had to be taken in the collection of data. The researcher understood that the first step would be to get “buy-in” from the Corporate Service representatives at departmental level. The meetings scheduled with these individuals proved invaluable as the researcher had the opportunity to quality control the database as well as give impetus to the study by informing the representative of the study intention. In this way they were given the opportunity to be involved in the study. The researcher also required that they connect with the sample within the respective departments and remind them of the importance of their participation at a later stage.

The second step taken was intended to ensure that the survey was tested. A total of five “test surveys” were sent out to allow the researcher to troubleshoot any problems with the web-survey programme used. No problems were detected at this stage. The third step in the data

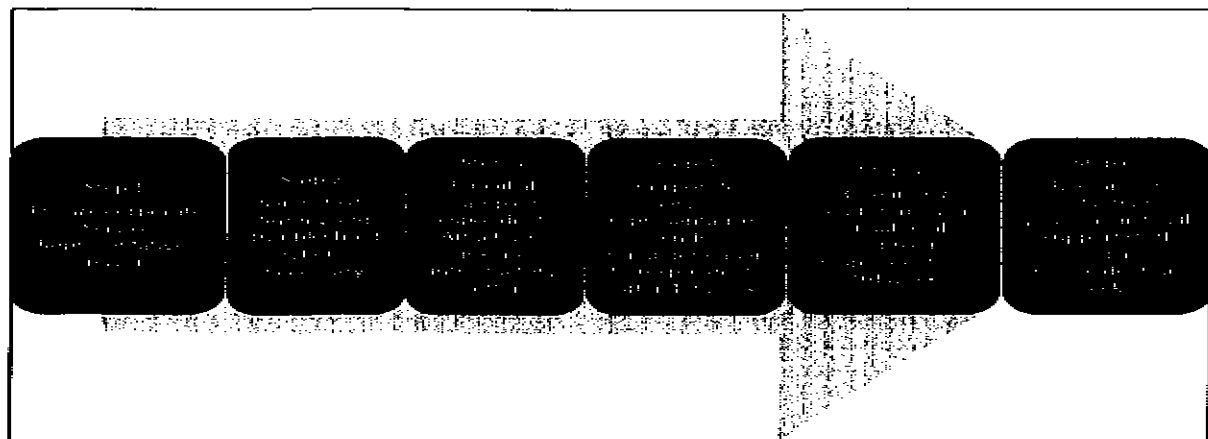
collection process was to e-mail the full, quality controlled database of respondents. Once the database had been finalized, the researcher included in the e-mail the authorization received from the Premier's office to conduct the study as well as the URL/hyperlink to the online survey. Respondents who clicked on the link were informed of the study objectives, potential benefits of their participation and the ethical considerations pertinent to the study i.e. voluntary participation, confidentiality and avoidance of harm through access to the researcher.

The fourth step was to remind the respondents of the importance of their participation through a letter intended to boost the response rate. The Corporate Service representatives were tasked with the first reminder because the researcher perceived that the respondents would be more inclined to participate given the existing relationship. They also served as back-up points of contact for the study in each of the departments. Informed to an appropriate level of understanding, they were able to shed light on any queries the respondents had regarding the study. This was in addition to the researcher, whose details were provided in the letter attached to the survey.

The fifth step was carried out in the third week and its purpose was much of what step four was meant to achieve. The researcher sent out a personal reminder to all of the sampled respondents encouraging them to participate. Follow up contact had been shown to boost the response rate in web-surveys by 25% (Sheehan 2001). The rate was continuously tracked, and the researcher found that step four had done little to show any dramatic increase; however the number of responses grew by approximately 100 after the second reminder. Respondents were given a full five weeks in which to participate in the study. Constrained by time as well as a dramatic decline in the number of responses in the last week, the researcher decided to close the survey.

The final step was to thank the support staff in Corporate Services for facilitating and supporting the research process and the respondents for taking an interest and participating in the study. The researcher carried out the sixth step at the end of the fifth week. The author has provided a graphic presentation of the data collection process in Figure 3.

Figure 3: Data Collection Approach



The Corporate Services Department was the main contact for the researcher in gaining access to the database of respondents. The initial database did not include any email addresses, only surnames and initials of employees were given. The researcher had to manually extract each e-mail address off the Provincial Government internal electronic mailing (e-mail) system. This process took a significant amount of time. Similarly, the researcher experienced difficulty in isolating e-mail addresses where the internal e-mailing system produced multiple addresses for common surnames. Quality control measures had to be put in place to make sure the database remained reliable and consistent with the sampling strategy. Meetings were set up with the Corporate Services representatives all twelve departments. Each sampled respondent surname was confirmed to match the job title, salary level and e-mail address on the database and changes were made where applicable. Finalizing the database to the researchers' quality standard took approximately 6 months to secure.

4.4.3. Data Recording Apparatus

The data recording apparatus identified as most appropriate for the purposes of the study was a web-based survey mechanism called Survey-Gizmo as the population of respondents sampled was highly likely to have internet access given their employee status. The alternative apparatus would have been a paper-based survey, which would not only have increased the researcher's costs in printing, sending and collecting the "hard" data, but also held greater risk of being misplaced by respondents. Paper-based surveys are also a lot more cumbersome and difficult

to analyse once completed and collected. This is particularly true in instances where samples are as large as was the case in this study.

The structured questionnaire was manually input into the identified web-based surveying programme (Survey-Gizmo) which allowed the researcher to test the questionnaire once uploaded. This was significant in that troubleshooting could be done before the survey was sent out. It also allowed for a diagnostics test to be run giving the researcher a break-down of how long the respondents should take to complete the survey as well as levels of complexity, fatigue and accessibility – see Table 2.

Table 2: Survey Gizmo Diagnostic Test

Estimated Length	14 Minutes
Complexity	OK
Fatigue Score	OK
Accessibility	OK

Survey-Gizmo remained open to respondents for a period of five weeks. During this time, respondents had 24 hour access to the survey allowing each to respond during and after working hours. Once the questionnaire had been completed, the respondent was required to click the “submit” button at the end of the survey which ensured that the completed questionnaire was uploaded and saved into the data collecting programme which in turn collated all the data. Only completed surveys were utilised in the analysis and any respondent who had failed to complete the questionnaire was not included in the final analysis. Once completed by respondents, all data submitted was administered and collated by the programme using SPSS and Microsoft Excel.

4.6.5. Data Analysis

Once all respondents completed the survey, the data was collated and exported from the programme. It provided the researcher with low level description of key trends found in the data submitted. Further to this, where the researcher required additional comparison, the same raw data set was exported into Microsoft Excel as well as SPSS data analysis software to enable a more rigorous correlation and analysis of data. Where the programme was able to

isolate general trends, more comprehensive analysis was required to highlight key results in line with the theoretical framework used in the study. The researcher compiled and presented a descriptive analysis of the data using the chosen principles of empowerment, demographic data and supporting literature.

4.6. Limitations

4.6.1. Research Design

Quantitative designs average responses neglecting the textured detail that qualitative designs produce. Where averages were given, the myriad of reasons behind the perceptions identified, were not attained. The study was conducted in a single phase. The empirical data produced is however significant in that it formed a crucial base from which a secondary, qualitatively designed phase should be carried out. Quantitative designs have the potential to overlook certain crucial factors therefore data may be skewed. Fortunately, the study utilised empowerment theory that had been tested and validated in previous research. The principles of both theories served as a guide for the researcher in the study.

4.6.2. Sampling

The researcher purposively selected the total population as the twelve functional departments of the Provincial Government of the Western Cape. This meant that the Premier's office was excluded from the study. This was done to avoid a political slant to the data; however it excluded a significant number of employees in senior management positions. The sample reach was thus limited to those who were responsible for operational directives at departmental level. For example, the Corporate Services department, recently established to centralise the Human Resource function for the Provincial Government of the Western Cape, fell under the auspices of the Premier's office and was therefore excluded from the sample.

The sampling method utilized considered five designations at departmental level. Where the aim was to target the study at senior management level, many specialists and lower level positions were excluded. One of the main reasons for their exclusion was that most were not

office-based which meant that their access to the internet, and so the survey, was unlikely. When considering the stratification levels, the researcher was limited by the number of Provincial Government employee's with internet access. After discussing employee access with the Director of Performance Management, the researcher concluded that the most accessible and viable sample group of senior management was the five designations chosen. The population selected at this level became the sample. Moreover, the researcher wanted to focus on high accountability positions because of their influence on service delivery. The five designations chosen all have subordinates and it was generally understood that those occupying leadership positions, in any organisation, were considered to set the tone and precedent for empowerment in their environments.

4.6.3. Data Collection Tool

The first section of the structured questionnaire comprised the demographic profiling of respondents. Once the survey was sent out to the entire sample, the researcher received inquiries into why certain elements were required given their sensitive nature i.e. race group. It was unknown how many respondents had a problem with the "race" question and/or any of the other questions "required" in the first section.

The total number of partial responses upon closing the survey was 176. These were respondents who started the survey, but never completed it. The reasons for this number being as high as it was, was unknown, but there were multiple possibilities. The first was the sensitive nature of the questions asked. Secondly, the survey may have been too long for some respondents. Even though the online programme used estimated a completion time of fourteen minutes, some respondents fed back that it took double that amount of time. In a study targeting senior management, time was a limitation in that the researcher had to make sure a comprehensive and valid questionnaire was developed while balancing the time that it would take a seemingly time-pressed sample to complete it. Thirdly, the statements had to be relevant to the respondent. The researcher understood at the onset that the Corporate Services Department, in their own capacity, conducted similar research in the very departments the

study targeted. That meant that the questions asked in the study had to “stand out” and be seen as valuable to the sample in order to maintain their interest levels to the end of the survey. Fourthly, the language used to construct the statements may have used vocabulary the respondents couldn’t understand making the questionnaire inaccessible.

The 5 point Likert scale, the second section and the body of the survey, was formulated around the theoretical premise upon which the study was based. The researcher used only the principles of the theory constructing an original questionnaire. The limitation in using new questionnaires was that there was uncertainty in producing a survey that yielded a balanced dataset and/or asked the most relevant questions. The researcher had to guard against data being skewed. Cognisant of this, steps were taken to link the empowerment principles and replicate certain statements in different ways, placing them under different principles as a quality control measure. This allowed the research to pick up on inconsistencies in the responses.

4.6.4. Data Collection Approach

Respondents were e-mailed the letter of authorization from the Premier’s office, a motivation to participate as well as the link to the survey. The researcher received feedback from some respondents requiring more information as to what the study was about and what it would be used for. On addition, some were not sure how to access the survey. The researcher replied to each and every inquiry, but it was uncertain as to how many respondents had a problem understanding the surveys relevance to them or how many did not know how to access the survey through the URL link provided. One could deduce that the motivation letter was not sufficient in explaining the parameters of the survey or that the researcher did not explain the procedure to access the comprehensively enough.

Although the researcher tried to solicit the assistance of the Corporate Services representatives in the various departments to remind respondents of the importance of their participation in the study, it was uncertain whether or not this was done. The researcher monitored the increase in the response rate weekly. There was no major increase in the response rate after

the representatives were intended to send the reminder. The researcher decided that a personal reminder would need to be sent. This took place three weeks into the survey being sent out, after which the response rate grew by approximately 100 responses.

Some respondents fed back that the programme faltered while they were completing the survey highlighting a serious technical limitation. The researcher checked the programme, but found no fault and was therefore unable to make an accurate assessment on the issue. As previously mentioned, there were 176 partial/incomplete responses. The reasons for this high number were uncertain, but given the aforementioned feedback, one could ascertain that the programme became a limitation to the response rate. There was little control over the process once questionnaires had been sent out, but given that the study targeted senior management with a large workload and responsibility, the researcher had to be flexible with the amount of time allocated to respondents. Respondents had five weeks in which to complete the survey and the timeframe was extended by a week because the response rate was very low in the fourth.

4.6.5. Data Analysis

Data analysis was critical to producing reliable findings. The researcher intended for the relevant stakeholders to be able to utilise the findings, so the analysis was conducted in a systematic and comprehensive way. The study yielded a substantial amount of data, all of which could not be included in the analysis which posed a limitation. The researcher however had framed the investigation around the theoretical principles and substantiated claims and key findings with further theory and current situational examples found in the South African context and included designated groups i.e. females in Senior Management Services, the disabled and all females into the analysis as the three most important groups in the analysis.

4.6.6. Reflexivity

The reflection on the research process left the researcher in a comfortable space. The study posed a number of concerns i.e. inadequate construction of the questionnaire, low response

rate, insufficient information to conduct a comprehensive analysis. Even though the sampling strategy proved to be a time consuming exercise, assistance was provided by the Corporate Services staff and the integrity of the methodology was maintained. The data collection web-based programme chosen was the most accessible for the selected sample and the simplest way for the researcher to collect and analyse the data. The researcher was able to put measures in place to control the quality of database and increase response rates which proved to be higher than anticipated.

Quantitative studies of this nature have the potential to overlook and sometimes misrepresent data given by the respondents. The data analysis was critical in producing impactful findings. The project not only sought to assist departmental heads understanding how the empowerment principles impact on policy and delivery, but also endeavored to expand the findings through a gender lens that would inform empowerment planning. Therefore the main concern was producing a comprehensive analysis as a foundation for substantive change.

4.7. Conclusion

Chapter four detailed the “how” of the study. It has shown the reader the processes followed to ensure the smooth running of the study as well as the measures taken to produce a valid and reliable dataset. The study was not without limitations, however the researcher has shown that adequate steps were taken to make sure these were minimised, and that the margin for error was significantly reduced where possible. The chapter ended with the researcher’s reflection on the methodology.

Presented in the next chapter is the product of the study. The data generated is now delivered in a manner that considers the theoretical perspective used as well as contextual factors relevant to the topic.

5. Chapter Five: Research Findings

5.1. Introduction

This chapter presents the findings from the primary data collected in the study. It begins with a descriptive analysis of the demographic profile of participants and continues with an examination on the social structural and psychological empowerment principles used as a framework in the study. Key themes relevant to the study were brought forward and the data explored by aligning the demographic profile data and current literature on the various elements connected with the empowerment principles.

5.2. Demographic Profile of Respondents

A total of 1 622 respondents were sampled in the study, 281 chose to participate and complete the survey, producing a 17.3% response rate. Forty seven Senior Managers, as per the Provincial Government of the Western Cape's categorization, participated which was 17% of the total responding sample. The researcher had selected to explore the data retrieved across three groups within the sample which were critical in meeting the objectives of the study; they included:

- All female participants;
- Participating females in Senior Management Services; and
- All Disabled participants.

5.2.1. Personal Data

The ages of participating senior managers range from 33 to 51 years. African females were, on average, youngest at 33. Second were Indian females at an average age of 40 years and Coloured females at 41 years. African males were 42 years on average while Coloured males and White females shared an average age of 44 years. White males were the oldest at 51 years average age. Females in Senior Management Services were aged between 36 and 59 years and males between 39 and 64 years.

Designated Coloured race groups formed the greatest percentage of all participants, followed by 35% of the total participating sample designated as White. Africans formed 12% of all participants and designated Indians, 3% - see Table 3. A total of thirty males and seventeen females in the Senior Management Service category participated in the study. By race, seven Coloured, two Indian and eight White females participated; six African, nine Coloured and fifteen White males participated.

The population of 1 622 senior managers consisted of 40% females and 60% males. Out of the 281 participants, 129 were female and 152 were male. The researcher provides a numerical depiction of the number of participants by race and gender in Table 3. Of the gender percentages participating, only 6.2% more females responded than represented in the total sample distribution. The response rate by gender had thus remained highly representative of the total sample. Similarly, by race and gender, 9.5% more African females, 6% more Coloured females and 6.6% more Indian females participated than represented in the total sample. White females responded at 0.4% less than their represented percentage in the total sample. This could indicate a greater interest in empowerment from African, Coloured and Indian females working at senior management level. Even though no Indian males responded in the study, the other race groups show high representivity in their participation. African males participated at 0.9% higher, Coloured males at 0.7% and White males at 5.5% higher than their demographic split by race in the total sample distribution. In this way the study has produced a highly representative response rate by gender and race.

Table 3: Participation By Race And Gender

African	11	8.5%
Coloured	71	55%
Indian	9	6.9%
White	38	29.4%
African	23	15.1%
Coloured	67	44%
Indian	0	0%
White	60	39.5%
Other	2	1.3%

The researcher gave the respondents four options to choose from when selecting their home language. These were:

- English;
- Afrikaans;
- African Language; and
- Other.

The greatest percentage of respondents, 51%, selected English as their home language. Afrikaans was spoken by 37% of participating respondents and 11% spoke an African language as their mother tongue. The home language with the highest percentage by department is depicted in Table 4.

Table 4: Home Language With Highest Representation By Department

	34%	45%	21%
	41%	36%	18%
	79%	21%	0%
	27%	46%	27%
	75%	24%	1%
	50%	33%	17%
	50%	41%	9%
	66%	28%	6%
	33%	60%	7%
	40%	40%	20%
	50%	50%	0%
	56%	32%	10%

Most participating females from Senior Management Services (82%) selected English as their home language, the remainder selected Afrikaans. Of the males in this category, 57% selected Afrikaans as a home language, 27% selected English and the remainder an African language.

The total sample showed 63% of respondents being married, 9% divorced, 1% widowed and 26% single – see Table 5. By gender 74% of all males participating were married, 6% were divorced and 20% single. Fifty percent of all females were married, 13% divorced, 3% widowed and 34% were single. Of those in Senior Management Services, 90% of males were married and 10% were single. Only 53% of all females in Senior Management Services were married, 35% were single and 6% were both widowed and divorced.

Table 5: Marital Status Of All Participants By Race

	34%	3%	None	44%
	63%	9%	7%	27%
	67%	None	11%	22%
	66%	27%	2%	19

Overall, African participants indicated they had the greatest burden of responsibility in their personal lives with an average of 2.5 dependents. Second were Coloured participants with an average of 1.6 children, Indians with 1.5 and lastly White participants with 1.4 dependent averages. The researcher calculated the dependency by gender and found that African males have the most at an average at 3. Table 6 is a presentation of the dependency split by gender.

Table 6: Average Dependents By Race And Gender

	3	1.3
	2	1.2
	No Value	1.5
	1.6	1.1

5.2.2. Disability

The percentage representation of the disabled in the total sample is 1% and of that females make up 31%. There were 22 disabled persons in the total sample. They occupied positions in 10 of 12 Provincial Government departments. The Department of Human Settlements and the Department of Social Development were the only two departments that did not have representation of disabled persons in the sample. By race, 55% were Coloured, 36% were White and an equal percentage of 4.5% were represented between Africans and Indians.

The responding disabled amount to 5 (N3) out of the 281 respondents. This is 2% of the total participating respondents. Of those that participated, 60% were female and 40% male. They represent the Western Cape Education Department, Department of Health, Transport and Public Works, Agriculture and Local Government. By race, 80% are Coloured and 20% White and all were aged between 40 and 53 years. Three held post graduate degrees and two held diplomas as the highest level of education achieved.

Table 7 presents the job titles and salary levels held by disabled persons participating in the study. This showed that disabled persons were paid appropriate salaries for the positions they held. Representivity in participating Senior Management Service of disabled persons was only one designated Coloured female.

Table 7: Salary Level And Job Title Of Disabled Participants

	1	13
	1	11
	3	10 and 09

5.2.3. Provincial Departments

A high level of representivity was achieved by department as reflected in Table 8. The researcher calculated the number of sampled respondents by department. The last column on the right indicates the percentage each department made up of the total sample. The researcher then calculated the total number of respondents participating by department, and found that comparatively, the percentage participation was very close to if not equal to departmental representation in the total sample.

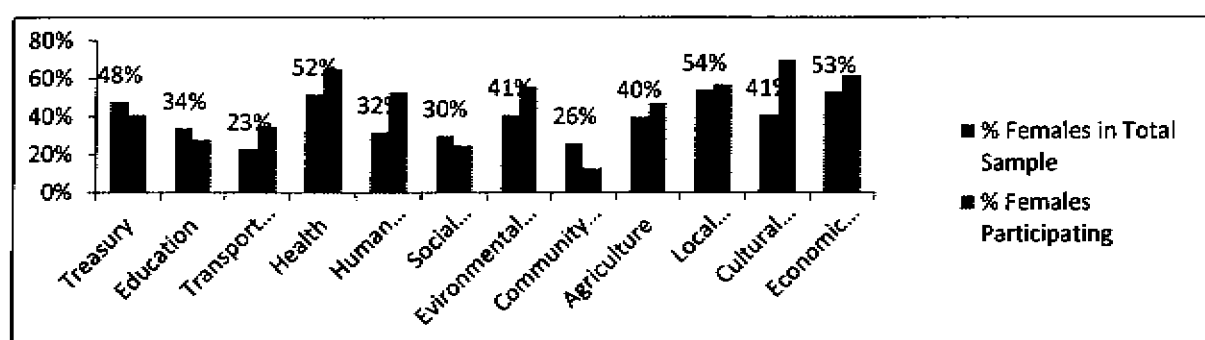
An analysis of the sample by department found unequal representation of females in most departments. The percentage of women by department fluctuated with the greatest representation of females in the Department of Local Government (54%) and the lowest in the Department of Transport and Public Works with 23% representivity. However, Graph 5 shows that in most departments, a greater percentage of women were interested in participating in the study than were represented in the total sample perhaps indicating a higher level of concern by women around empowerment in the workplace. The following departments had greater female participation rates:

- Department of Transport and Public Works;
- Department of Health;
- Department of Human Settlements;
- Department of Environmental Affairs and Development Planning;
- Department of Agriculture;
- Department of Local Government;
- Department of Cultural Affairs and Sport; and
- Department of Economic Development and Tourism.

Table 8: Comparing Department Sample % To Departmental Participation %

Department	Gender	Sample %	Departmental Participation %	Comparison
Western Cape Education Department		8		
	Male	21	10.3%	10.3%
Provincial Treasury		9		
	Male	13	7.8%	10.9%
Department of Local Government		8		
	Male	6	4.9%	5%
Department of Community Safety		2		
	Male	13	5.3%	4%
Department of Human Settlements		9		
	Male	8	6%	7%
Department of Social Development		3		
	Male	9	4.3%	3%
Department of Transport and Public works		16		
	Male	30	16.3%	18.5%
Department of Economic Development and Tourism		18		
	Male	11	10.3%	6%
Department of Agriculture		7		
	Male	8	5.3%	6%
Department of Cultural Affairs and Sport		3		
	Male	7	3.5%	4%
Department of Environmental Affairs and Development Planning		5		
	Male	4	3.2%	2%
Department of Health		41		
	Male	22	22.4%	22.8%

Graph 5: Comparing % Females By Department In Total Sample To Total Participating



5.2.4. Salary Level And Job Title

In the various departments the job titles that matched their salary levels were generally Directors and above. In the total sample, females who received salaries in these brackets were calculated at only 13% of all females sampled. The researcher made the decision to broaden

the scope of senior managers so that more females would be included in the sample by expanding the salary levels to include 9 to 12. Additionally, respondents had to manage a staff complement and be accountable in terms of operationalizing the strategic objectives of the department. All three criteria had to be met in order for the individual to be sampled. If the researcher had chosen to select all employees earning between salary levels 13 and 16, the sample may have included more females. However, the remaining criteria, critical to the study, would not have been met i.e. staff management.

The comparison of employee occupation by gender detailed in Table 9 was based on the researcher's engagement with the Director of Performance Management who claimed Assistant Directors received salary levels 9 and 10, Deputy Directors, 11 and 12, Directors, 13 and Chief Directors, salary level 14. Ideally the percentages of those holding the job titles should equally compare to the percentages falling into the supporting salary levels. This held true at Chief Director and Director levels.

Table 9: Participation Percentage by Gender Split By Job Title and Salary Level

47%	Assistant Director	33%
51%	9 and 10	36%
35%	Deputy Director	39%
36%	11 and 12	45%
9%	Director	14%
9%	13	15%
4%	Chief Director	3%
4%	14	3%

The author illustrates in Table 10 the participation by gender and job title. The percentage of females in Senior Management Services, as categorized by the Provincial Government of the Western Cape, was 13%, representative of females in the total sample. The researcher provided the respondents with the option of selecting "other" as not all departments had converted completely to the standardized job title categorization as was used in the final stratification. In such cases, to ensure the validity of the sampling, respondents were required to meet senior management criteria. The following was found:

Table 10: Participation By Job Title And Gender

	Head of Department	0
	Chief Director	5
	Director	12
	Deputy Director	45
	Assistant Director	61
	OTHER	6
	Head of Department	2
	Chief Director	5
	Director	22
	Deputy Director	59
	Assistant Director	50
	OTHER	14

At Assistant Director and Deputy Director levels, there was a discrepancy in the numbers. There were more males earning between salary levels 9 and 12 than were indicated holding the job titles of Assistant Director or Deputy Director. The same held true for females in Assistant Director positions. There were 20 respondents who selected the “other” category. Nine of these respondents fell into salary levels 9 and 10, ten into salary levels 11 to 12 and one respondent received a salary at level 16. In Table 11, respondents are depicted by salary level and gender. Of the female respondents in the Senior Management Service category, five were Chief Directors and eleven were Directors. The outstanding female opted to select “other” as her job title. Two male Heads of Department participated, five Chief Directors, twenty two Directors and one Assistant Director which may have been an error selection as is illustrated in Table 12.

Table 11: Participation By Salary Level And Gender

	Female	1
	Male	1
	Female	0
	Male	1
	Female	5
	Male	5
	Female	11
	Male	23
	Female	17
	Male	28
	Female	29
	Male	40
	Female	10
	Male	11
	Female	56
	Male	43

Table 12: Respondents By Job Title And Department

	1	2	3	4	5
Western Cape Education Department	1	6	10	12	0
Provincial Treasury	0	2	10	10	0
Department of Local Government	0	1	5	8	0
Department of Community Safety	2	4	6	3	0
Department of Human Settlements	1	1	6	9	0
Department of Social Development	2	1	3	5	1
Department of Transport and Public works	1	5	8	6	15
Department of Economic Development and Tourism	2	1	16	10	0
Department of Agriculture	1	2	4	4	4
Department of Cultural Affairs and Sport	0	0	5	5	0
Department of Environmental Affairs and Development Planning	0	4	2	2	0
Department of Health	0	7	19	37	0

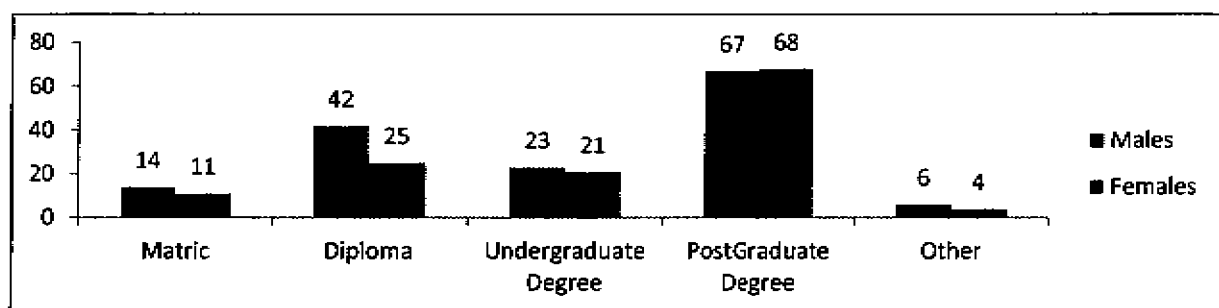
By race, the data showed that 87% of designated Coloured females who participated in the study fill Assistant Director and Deputy Director Positions. All African females participating filled an almost equal split between Assistant Director and Deputy Director positions. Job title weighting for these two titles was not as high for participating White women at 68%. However, 78% of Indian women participating cumulatively held positions of Assistant Director and Deputy Director. Comparatively, 74% of African males held Assistant Director and Deputy Director

positions cumulatively, 82% of Coloured males and 58% White males participating in the study. It was clear that designated groups occupied lower management positions in the Provincial Government of the Western Cape. Specifically it showed that African females were the lowest ranked in numbers and White men occupied the highest rank.

5.2.5. Education

The highest level of education, achieved by gender, for all participants is presented in Graph 6. Females in senior management positions seemed to hold greater certification than their male counterparts. Nine percent of males and 8.5% of females held a matric level certification and diplomas were recorded to be held by 27.6% males and 19.3% of females as the highest level of education achieved. It was from this point that females in senior management positions tend to surpass males, with 15.1% males and 16.2% females holding undergraduate degrees. Similarly, 52.7% females and 44% males held postgraduate degrees.

Graph 6: Highest Level Of Education Achieved By Gender



A comparison of education level by gender and race for participating senior managers is depicted in Table 13. Coloured males and females as well as White males were at similar percentages holding a Matric certification as their highest level of education. Coloured males and females at 10% each and White males at 12%. Females in Senior Management Services were generally better educated than their male counterparts. Out of the 17 who participated 82% held post graduate degrees as the highest level of education achieved, the remainder held undergraduate degrees. Of the participating males in Senior Management Service, 77% held post graduate degrees, 7% held undergraduate degrees, 12% held diplomas and one respondent selected "other".

Table 13: Comparison Of Education Levels By Race And Gender

Race	Gender	Education Level			
		Below Matric	Matric	Below Degree	Postgraduate
African	Male	54%	18%	18%	90%
	Female	56%	21%	21%	98%
Coloured	Male	56%	15%	17%	88%
	Female	31%	7%	36%	74%
Indian	Male	44%	33%	11%	88%
	Female	No value	No value	No value	No value
White	Male	47%	13%	31%	91%
	Female	53%	13%	22%	88%

When comparing the number of years in current position to number of years in their current department, Table 14 shows that African males were higher ranked than African females. The percentage difference may come from the fact that African males shared a mode of 2 and 5 years. African males were also generally better educated than African females and had at least one year more experience in their current roles. Coloured males showed a greater average number of years in their current positions yet the difference in mode from years in their current positions to number of years in their current departments may indicate lateral movement between departments as a result the high average number of years spent working in the same position. Coloured females shared the same average number of years in current positions as African males do, yet the mode indicated that they have spent less time in them. Coloured females were generally better educated than Coloured males; however Coloured males had a greater number of years' experience in their positions. White males and females shared the same average number of years between them, but more males have a greater number of years in their current positions than females do. This may be indicative of the high number of years males had in their respective departments.

5.2.6. Superiors

A comparison of direct line manager by race and gender is presented in Table 15. It shows that for the total number of participants there was one female line manager for every 2.3 male line managers, a ratio of 1:2.3. By race the ratio changes. African senior managers worked under 2.8 male managers for every female manager. Coloured senior managers worked under 1.9 male managers for every female manager. White senior managers worked under 2.6 male managers for every one female manager. This showed that those senior managers designated Coloured were more likely to work under female management than those designated African and White who were more likely to work under male management. By gender, the female manager ratio is 1:0.8 and the ratio is 1:1.5 for male manager. In other words, female managers have 0.8 male subordinates for every one female, and male managers have 1.5 male subordinates for every one female. Eighty two percent of females in Senior Management Service reported to males in their direct line compared to 83% of males in Senior Management Services.

Table 15: Comparison Of Direct Line Manager By Race And Gender

		Direct Line Manager		
Gender	Race	Gender		
		Female	Male	Total
Female	African	11	1	10
Male	African	23	8	15
Female	Coloured	71	32	39
Male	Coloured	67	16	51
Female	White	9	5	4
Male	White	0	0	0
Female	Other	38	12	26
Male	Other	60	15	45
Female	Total	0	0	0
Male	Total	2	0	2
		281	89	192

5.3. Discussion

The Provincial Government of the Western Cape has taken steps to meet their equity commitments. The recruitment of designated groups into management positions, particularly equal gender representation commitments, was given impetus around 2008. However, the findings show them being far from meeting equity commitments for the category of Senior

Management Services. The females employed within the Provincial Government were generally better educated than males indicating great potential for their vertical movement from the highly skilled supervisory roles in which they were over-represented. These numbers have shown the importance of the sampling strategy including the highly skilled supervisory category of management. It seems as though women are “stuck” in these positions and with their lower representivity in Senior Management Services, it is necessary to understand the psychological (individual) and social-structural contexts that exist preventing the Provincial Government of the Western Cape from attaining their goal of 50% female representation at Senior Management Service levels. The occupational segregation which exists in the twelve departments indicates that women employed within the Provincial Government were earning less than males. They had less responsibility and decision making power given their lower rank. By age, the findings showed a generational gap between white males, who occupied the highest rank, and African females who occupy the lowest rank.

5.4. Findings

5.4.1. Relationship With The Job

Sprietzer et al. (2001), having tested her psychological perspective found that generally, empowered individuals display certain behavioural characteristics. They perceive themselves as effective in their jobs and their co-workers make similar evaluations. They are more satisfied within their job which indicates reduced job-related strain. Additionally, the meaning employees attach to their jobs is an important motivating force at the level of the individual. The researcher posed questions to explore the relationship employees had with their jobs. The Commission on Women’s Development (2007) relates this to the “power within”, a reflection on individual self-esteem and awareness. The principles of empowerment explored here are those identified by Sprietzer et al. (2001). The psychological perspective transcends the individual to include the impact of the social-structural environment on the employee. Thus, the relationship respondents have with their jobs is an indicator of the power individuals have within and their motivations as well as the potential effect of social-structural dynamics have on such elements.

The theory states that activities and job tasks respondents have to carry out on a daily basis should have a positive relationship to their personal value system and they must perceive that they are maintaining a sense of integrity in meeting the objectives of the organisation. This is concerned with the meaning employees attach to their jobs. The majority of all females (89%) and males (88%) believed that the activities they performed were in line with their personal value system. Similarly, 88% of females in Senior Management Service felt the same way and all disabled participants agreed. Those females who remained neutral amounted to 10% of the responding female sample. Similarly, 10% of all males also chose to remain neutral.

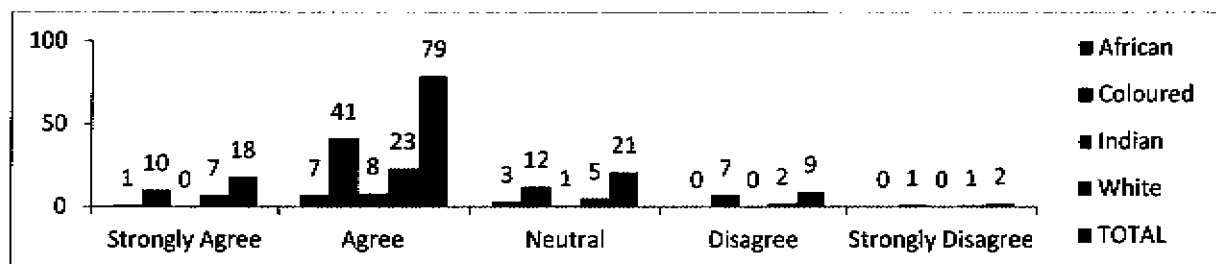
Seventy four percent of all females and 82% of all males were excited about the work they do. Almost all females (94%) in Senior Management Service agreed and all of the disabled participants. Coloured women constituted the majority of those in disagreement at 13% where above average percentages of African and Indian women had remained neutral at 27% and 44% respectively. Coloured and White males made up the largest portion of those neutral. White males scored above the average (20%) of those remaining neutral which could be a consequence of longer periods of time spent working in their current roles.

Almost all females (97%) and all males (95%) expressed that they cared about the work they do and felt that it was important to them. One hundred percent of females in Senior Management Service and 100% of the participating disabled agreed to this as well. This positive result may be translated into majority of all female participants, 91%, agreeing that they can make a difference through the work they do. The results were similar for all males, females in Senior Management Service and disabled participants, all of whom were certain in the belief that they personally can make a difference.

An important question was posed to respondents regarding the value employees place on monetary rewards given that it was the primary reward mechanism afforded to those employed within the formal national and global economic system. Seven five percent of all females and 70% of all males valued monetary rewards. Psychological theory shows that individual's value systems are multi-faceted and so the importance placed on monetary

rewards becomes relevant. Just over half (53%) of the females in Senior Management Service agreed to the question and 100% percent of disabled respondents agreed. Graph 7 depicts a large percentage of women agreeing to value monetary rewards, 75% in total. Sixteen percent remained neutral leaving 9% having said they do not. Fewer men (70%) than women agreed with the statement and a greater number (22%) had remained neutral to the statement. A comparative number of men (8%) disagreed. The findings showed that females in higher ranking positions were more likely to seek alternative rewards.

Graph 7: Female Participants – Valuing Monetary Rewards



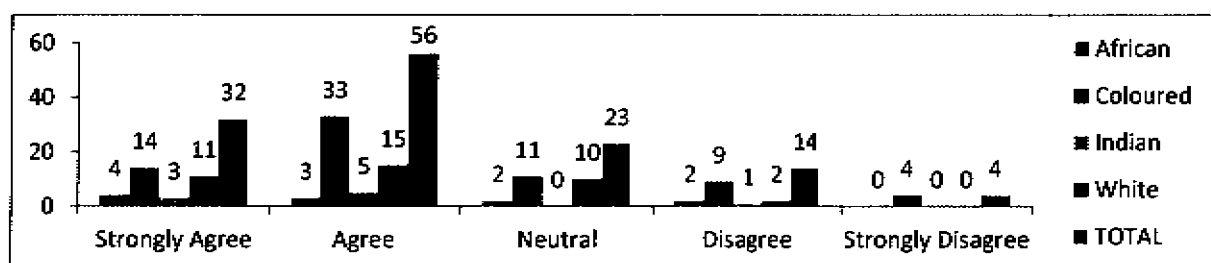
When asked if the meaning created in their jobs is of greater value to them than other rewards, 79% of all females agreed and 71% of all males participating. This showed that females place higher importance on meaning created in the working environment than men even though the statistics revealed that it was of high value for both genders. The eighty eight percent of females in Senior Management Service who agreed corroborates the low numbers yielded in agreement to valuing monetary rewards. The disabled were shown to place greater priority on monetary rewards than any other demographic group where they showed the lowest agreement (60%) to the value of meaning created and the highest for monetary rewards. Seventeen percent of all women responded as neutral to the statement compared with 24% of all males. By and large, those who agreed and those who had remained neutral made up the majority for both male and female participants.

The majority of all females (90%) believed that what they do maintains their integrity. A similar percentage of males were in agreement. All females in Senior Management Service agreed and all disabled persons agreed.

The Micro empowerment perspective considers the individual and evaluates the links individuals make with the demands and opportunities that exist within the working environment and their personal value system. The elements of an environment that promotes opportunities to learn and grow for individuals in the workplace reflect the perceptive outcomes of what individuals empowered in this way should feel. The researcher considered previous research conducted using the social-structural empowerment principles in identifying these and found that empowered individuals should perceive that they are challenged by the work they do. Having said this, approximately 22% of all females did not feel challenged in their jobs. This was felt mostly by African and Coloured females. In Senior Management Services females record lower disagreement at 18% indicating that the further up the hierarchy, the more challenged women felt. Only 40% of disabled persons felt challenged by the work they do.

Comparatively by race, 66% of designated Coloured females, 63% African females, 68% White females and 88% Indian females perceived that they are challenged in their jobs. All African females and majority of Coloured females in the sample held Assistant and Deputy Director positions, which were the lowest ranks in the sample. Further to this, most were well educated which may be a potential reason for their lower agreement in job challenge. Of those that disagreed, designated Coloured females formed 46% of the total number of females in disagreement. The researcher has provided a graphic representation of the statistics yielded for all female participants in relation to job challenge in Graph 8.

Graph 8: Female participants - Challenged By Work



Based on previous research as well as contextual variables, the researcher posed questions relating to employee's confidence in their skills and ability to do their jobs. Further to this,

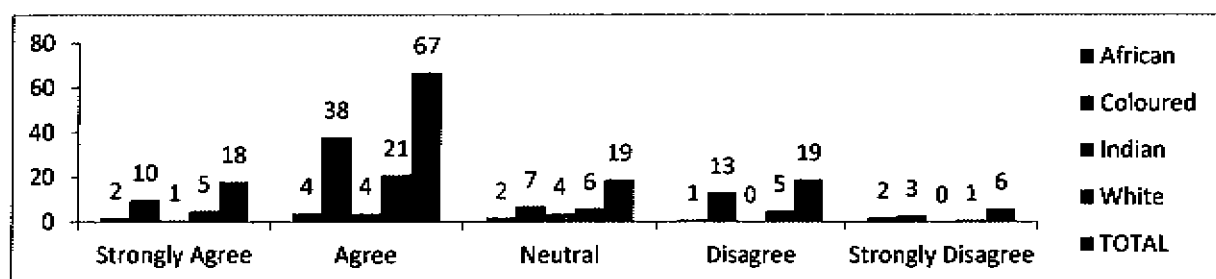
employees that are not confident often feel paralyzed when confronted with challenges and the result is withdrawal from tasks. Ninety five percent of all females and 97% of all males are confident in their ability to do their jobs well. All females in Senior Management Service and all disabled persons agreed to the question of confidence. To the question of independently being able to handle all tasks given to them, 90% of all females and 85% of all males agreed. Eighty three percent of females at Senior Management Service level agree and all of the disabled respondents agreed to be able to. Majority, (94%) of all females and all male participants agree that their job is challenging but never beyond their capacity. Eighty percent of females at Senior Management Service level agree and 100% of participating disabled persons.

The findings reveal that respondents are highly confident about their skills and abilities to carry out their job tasks as well as do this independently, however a significant number do not feel that their jobs hold enough challenge. Csikszentmihalyi (1997) posits that employees need for high skills to be set up against high challenge for them to find meaning in their tasks. Where this is not achieved, boredom and frustration is said to occur. Given the statistic yielded from the study, African and Coloured females in lower ranking positions are more likely to feel this.

Research conducted by Spreitzer et al. (2001) showed that employees who felt disempowered in terms of confidence had a high propensity to leave their jobs as they often felt paralyzed and withdrew from tasks. Although confidence and self-belief is high, a significant number of respondents either agreed or were neutral to the question of feeling paralyzed often by what they were required to do. Fourteen percent of all females agreed and 17% chose to remain neutral to the statement. More males (24%) than females remained neutral. At Senior Management Service level, 65% of females disagreed and 60% of all disabled participants. When asked if they often withdraw from tasks because they felt they didn't have the ability to be effective in them, 89% of all females and all males disagreed. Ninety four percent of the females at Senior Management Service level disagreed and all disabled respondents. This suggested that even though they may have felt paralyzed by the task, it did not result in them withdrawing from it. However, this may increase the time and support needed for certain activities with the view to positively impact on productivity and performance.

The theoretical literature has shown that self-determination is the result of individuals being empowered in the way of autonomy, where they have the discretionary power to make decisions about how they do their jobs and so take the initiative when changes need to happen and challenges need to be overcome. Respondents were asked if they felt they had the power to make decisions regard their job tasks and 66% of all females agreed that they did. Fifteen percent had remained neutral and 19% disagreed. Above average results, 23% and 27% were recorded for Coloured and African women in disagreement, indicating a potential lack of autonomy at lower ranks. The same results were recorded for all males in agreement; however 18% had chosen to remain neutral leaving 14% disagreeing. Above average results were recorded for African males who disagreed at 26%. It appeared that African males and females as well as Coloured females feel they have less decision making power than other race groups. It was also evident that more females than males perceived less control over decision-making related to their job tasks, even though a lack of control was recorded to be experienced by both genders. High neutrality indicated that far too many senior managers were undecided, suggesting that they had decision-making power only some of the time. The majority of females in Senior Management Services felt that they had the power to make decisions that affect theirs jobs and 60% of all participating disabled persons agreed. Given the race demographics, the findings suggested that there was less power perceived at lower levels of management.

Graph 9: Female Participants - The Power To Make Decisions Affecting Job Tasks



Even though a sense of self-determination was felt less at lower ranks of management, this did not seem to translate into respondents' lack of ownership of activities or how proactive they perceived themselves in their jobs. Having said this, 93% of all women believed they were proactive in their jobs compared to 91% of all males in agreement. Females in Senior

Management Service agreed to be proactive at 82% and all of the disabled participants agreed. Even though the majority of high ranking female managers felt that they were proactive, the results could indicated that they find themselves more reactive than proactive in their positions.

Where employees felt they had autonomy and the power of discretionary decision-making in their jobs, the theory suggests that they could feel more in control of their work and are therefore more likely to take the initiative when improvements or changes need to be made. For this to happen trust needs to exist, and of those who perceived there they were trusted to take initiative, 92% record taking the initiative in their jobs. Females in Senior Management Service also showed high agreement at 94% and all of the disabled participants agreed. Psychological empowerment theory states that this level of involvement means that employees feel that what they do is intentional rather than feeling pressurized by the system in which they operate.

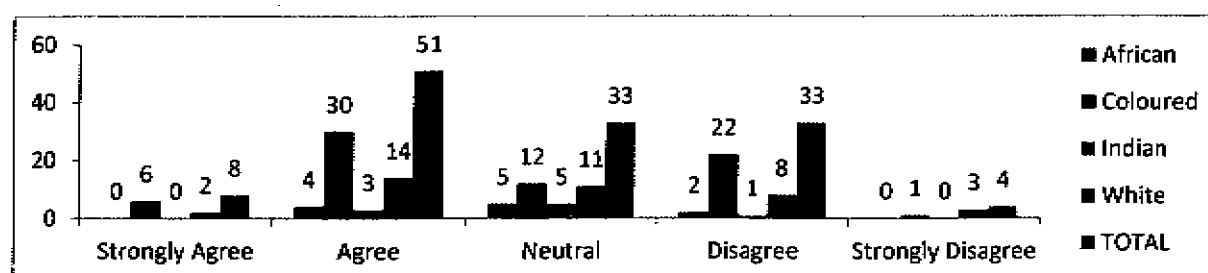
High involvement is positively related to employees taking ownership of their activities as this indicates that leadership capacity is being developed. The majority of all women, 95%, were in agreement that they take ownership of all activities required of them. Male participants fell in line with their female counterparts with 94% in agreement. Females in Senior Management Service record similar percentages in agreement as all female participants and all of the disabled agreed.

High productivity and high involvement environments have at their foundation, low role ambiguity. Employees need to know exactly what is required of them in their job which is linked to both self-determination as well as competence. Research has shown that employees who are unsure about what they need to do or if their decision-making authority is not clear, they were more likely to hesitate when required to take action and more fearful of repercussions. Having said this, exactly 80% of all female participants agreed to know what is required of them in their jobs. White women agreed at the lowest percentage (70%). A higher number of all males agreed at 84%. Females at Senior Management Service indicated a higher level of certainty

agreeing at 88%. Of the disabled persons participating in the study, all agreed to know what is required of them. The findings suggested that females at lower ranks of management experience higher role ambiguity, particularly White females.

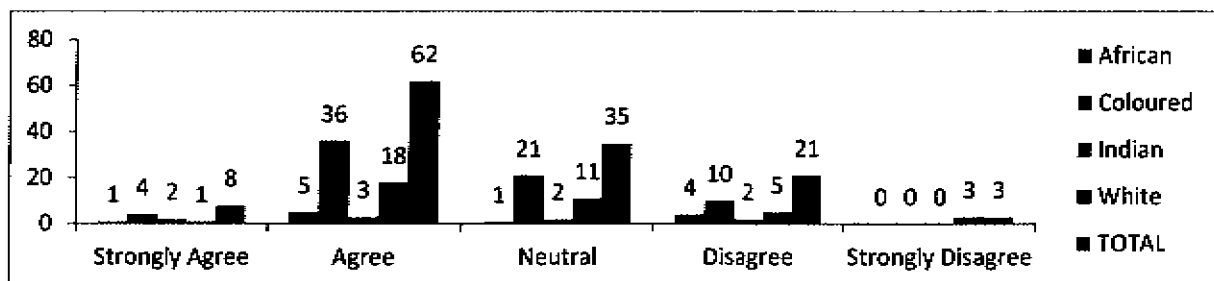
A significant 27% of all females didn't believe that they had all the information they needed to do their jobs effectively and fewer males (17%) agreed. Even greater disagreement (35%) had been recorded for females in Senior Management Service and 60% of the participating disabled disagreed. A high neutral value of 26% for all female participants and 30% for male participants was indicated. Above average percentages was shown for 32% of Coloured women, and 29% of White women in disagreement. Fifty five percent of Indian women and 45% of African women chose to remain neutral. Even though both genders score equally in disagreement that it was not easy to access information, women perceived to a greater extent that they had less of what was needed than males do. This suggested that even though males didn't find it easy, they may be more aware of how to gain the information they need indicating a potential gap in how the information system works for women compared to men. Having all the relevant information needed to carry out job tasks, among other aspects of an individual's relationship with their jobs, relates directly to The Commission on Women's Developments' (2007) description of power levels. They postulate that the "power to" can be creative and enabling for individuals who are given autonomy over making decisions and problem solving in their jobs. This is concerned with intellectual capability empowerment. Moreover, the "power to" also refers to the economic means as access and control over the tangible resources i.e. information. The researcher has provided a graphic presentation of the data yielded for all female participants regarding access to all relevant information needed in their jobs in Graph 10.

Graph 10: Female Participants – Access To All The Relevant Information To Be Effective In Job



Just over half (54%) of all female participants agreed that they felt empowered during a time of crisis. In comparison, 56% of all male participants agreed. Twenty seven percent of all females chose to remain neutral to the statement compared to 34% of all males. Females disagreed at 19% and males at 11%. White and Indian females fell in line with the disagreeing average at 21% and 22% respectively, Coloured females below the average at 14% and African females above the average at 36% suggesting that females in lower ranks of management were more likely not to feel empowered during a time of crisis. By race, African males disagreed at the highest percentage of 21%, where Coloured and White males fell in line or below the average in disagreement. Feelings of empowerment during crisis also had a racial slant where designated Africans felt least empowered, however high scores in neutrality and disagreement highlighted a potential concern for provincial government as approximately half of all males and females in senior management positions were more likely to be passive and negative rather than active and positive when challenges were presented. Sixty five percent of females at Senior Management Service level felt empowered during a time of crisis, indicating that at higher ranks, managers were better able to deal with challenges, however the deficit was still significant enough to pose concern. Encouraging were the disabled participants, all of whom agreed to feeling empowered during a crisis. The findings for all female participants are presented in Graph 11.

Graph 11: Female Participants - Empowered During Crisis



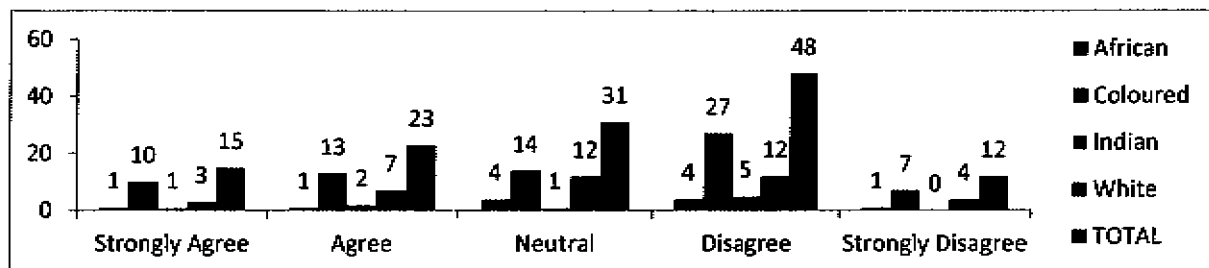
Having employees believe that they have impact on outcomes is important because those that perceive this are more actively engaged in shaping the path and results of the organisation in which they work. The findings revealed that 77% of all women believed that what they do contributes significantly to departmental outcomes; however, 17% had remained neutral.

Eighty one percent of all males participating agreed and 16% had remained neutral to the statement. Both males and females were confident that their tasks contribute to outcomes, even though both genders indicate lower levels of confidence in agreeing that they shape the outcomes of their environments. Females in Senior Management Service agreed at 88% that their job tasks contribute significantly to departmental outcomes and 80% of the participating disabled agreed. Further to this, 57% of all females were in agreement that they shape the outcomes of their environments, 26% were neutral and 17% disagreed. Similarly, 57% of all men were in agreement, 31% present as neutral and 13% in disagreement. Although the scores recorded were similar for men and women, they indicate a disconnection in the way senior management perceive what they do as being linked to departmental outcomes. This suggested that a significant number were not empowered in the way that they believe what they do has an impact. Fewer females in Senior Management Services (65%) felt that they shaped the outcomes of their environments which suggest that even though they accept that they contribute, they were less convicted about how much impact they had in their roles. The disabled were more confident at 80% agreement. Generally, management felt that they contributed to outcomes, but were less certain about shaping the outcomes of the department. This indicates that they were less likely to perceive that what they do has significant impact. This affects the confidence with which they engage themselves in innovation and creative leadership thinking.

Interestingly, the findings revealed a significant 30% of all female respondents and 26% of all male respondents agreeing that they think about changing jobs constantly. At Senior Management Service level, 35% of females agreed and 40% percent of all participating disabled agreed. Almost half of all females disagreed with the statement at 47%, with 24% remaining neutral. Male participants were less likely to think about changing jobs with 56% disagreeing. Additionally, fewer males had remained neutral at 18%. Even though female respondents felt highly confident in their ability, many think about changing jobs. This may be a result of multiple factors, however it should be noted that women had a higher propensity to leave their positions than males, having a direct effect on the Affirmative Action policy that aims to develop them and move them up the proverbial hierarchy. High neutral values either indicate

uncertainty or a fear of agreeing to the statement. If the latter holds validity, then there is a great risk to the Provincial Government of the Western Cape in job retention for those designated employees they are intended to empower. The researcher has provided a presentation of the findings in Graph 12 as they were related to all female participants and their perceptions on whether they constantly think about changing jobs.

Graph 12: Female Participants – Constantly Think About Changing Jobs



Where the researcher understood that employees thinking about changing jobs is a reflection on job satisfaction, even more important was the propensity of employees to turn thought into action. This increases the risk of a high turnover rate in the Provincial Government of the Western Cape. Almost half (49%) of all females would accept another job if offered and 43% of all males agreed that they would. At Senior Management Service level 47% agreed and a high 80% of all participating disabled persons agreed to being open to an alternative position should one be presented. A high number of female participants also chose to remain neutral to the statement at 35%, leaving only 16% disagreeing. African women agreed at 73% with Coloured and White women presented close to the average. Indian women showed that they were least inclined to accept another job at 33%. Fewer males had remained neutral at 32% compared to their female counterparts. The statistics yielded from this question corroborates the findings depicted in Graph 12. It showed a high number of women willing to leave their current positions. This could indicate a low level of job satisfaction, more so for women than men. The results also showed a racial slant where African women were more inclined to move than other races. None of the African women participating in this study held Senior Management Service positions revealing that the job satisfaction at Deputy and Assistant Director level could be lower than others. The data suggested a need for movement in their careers and the

perception of being ready for it. High neutrality for both genders indicates uncertainty or fear of taking a stance on the question. The propensity to leave a position is often a direct reflection on the level of satisfaction felt by employee, however the relationship that an individual has with their jobs is only one aspect related to job satisfaction the study aimed to explore. Research has shown that employees who are empowered by way of the four psychological empowerment tenets report less job strain and great satisfaction and commitment to the organisation resulting in high job tenure.

5.4.2. Relationships With Others

Alliances individuals make with superiors, subordinates and co-workers, if effective, have the potential to create empowering workplace environments. They are seen as complimentary informal power systems facilitating the success of the social-structural empowerment model used in the study. So the relationships employees have with the social networks within the organisation are instrumental in contributing to employee's performance, they have a direct effect on competency and confidence at the psychological empowerment level through the power devolved at a social-structural level. These relationships extend to the external stakeholders the individual has to engage with in order to meet the requirements of their jobs. Where mutual trust exists, competency is advocated for (Spreitzer, G.M. 1996). Employees empowered by way of the social-structural tenets has a positive effect on organisations through better quality products and services, customer service and overall productivity as well as improving employees' quality of working life.

Having said this, 81% percent of all females felt that the working relationship they have with their superiors is generally good. The same percentage of males agreed. At Senior Management Service level, 71% of females agreed suggesting that the higher ranks were less positive about this key relationship. Encouraging though were the 100% of the disabled who agreed that their working relationship with superiors is generally good.

Approximately 80% of all females and males believed that their superiors were confident in their abilities. The remaining 20% were mostly found to be neutral for both females and males.

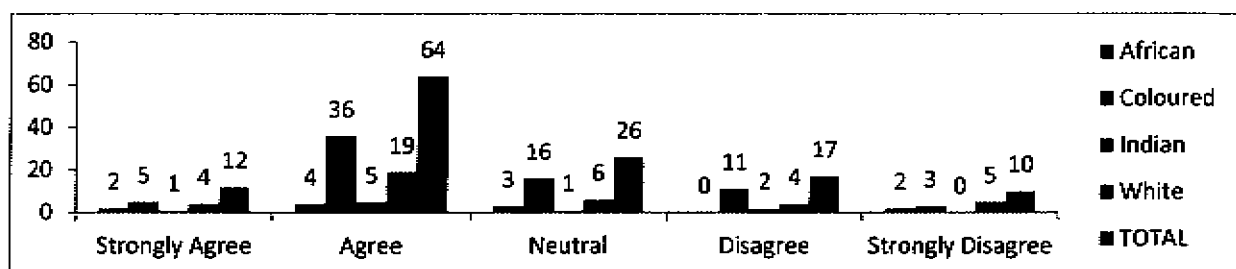
Sixty five percent of females at Senior Management Service level agreed and 60% of all disabled participants. Where a perception of competence is lacking people often feel paralyzed by what they are required to do. The findings here may be a contributing factor to the 31% of all females who were either neutral or agreed to feeling paralyzed by what they are required to do. Similarly, 35% of females in Senior Management Service and 40% of all disabled participants were neutral or agreed that often they felt paralyzed in their positions. In addition, research has shown that employees who are micro-managed by their superiors are more likely to perceive personal incompetence usually as a result of the lack of trust given to individual skills and capability in carrying out tasks. So where working behaviour is dictated the result is often less intrinsic motivation, which leads to low involvement and less leadership thinking development.

The extent to which employees collaborate with their line managers is not assumed to be the result of being micro-managed. However, it could very well be seen as critical to the learning environment and given the average number of years most groups have been employed in their positions; one cannot entirely exclude the possibility of micro-management and the effects thereof on perceptions of personal competence. Seventy one percent of all females collaborate with their line managers on activities. Designated black groups, including all participating males, recorded higher percentages of collaboration this way. Females in Senior Management Service agreed at 47% and 80% of the disabled agreed. By race, 81% of African women, 70% of Coloured women, 65% of White women and 88% Indian women perceived that they frequently collaborated with their line managers. Compared with their male counterparts, 74% of African males, and 73% Coloured males and 52% White males agreed. Designated White groups recorded lower levels of collaboration with their superiors. This suggests a higher level of autonomy or independence in their roles perhaps due to the high number of years' experience they have in their positions. Designated groups collaborated frequently with superiors indicating a measure of learning and growing within their environments. It was understood that employees need access to support in their roles and although individuals often differ in what they perceive support to be, the researcher posed questions based on previous literature and research undertaken to understand the levels of support generally required within the workplace. Where relationships with superiors, subordinates and co-workers are seen to be

critical to feelings of being supported, further inquiry was made into how those relationships were perceived.

Respondents were asked if they receive support from their superiors. Fifty nine percent of all females agreed and 60% of all males agreed. White women (23%) didn't agree which was higher than the average and Coloured women showed below average disagreement at 19%. Of all the males who participated, 60% agreed, 24% indicated neutral and 16% disagreed with the statement. Both males and females shared similar scores when asked whether they received support from their superiors. At Senior Management Service level, nearly a quarter of females disagreed and 40% of all disabled persons agreed that they get supported by their superiors. This suggests that employees were looking for more support and that they require more from their superiors. The researcher provides a graphic presentation of support received from superiors as is perceived by all female participants in Graph 13.

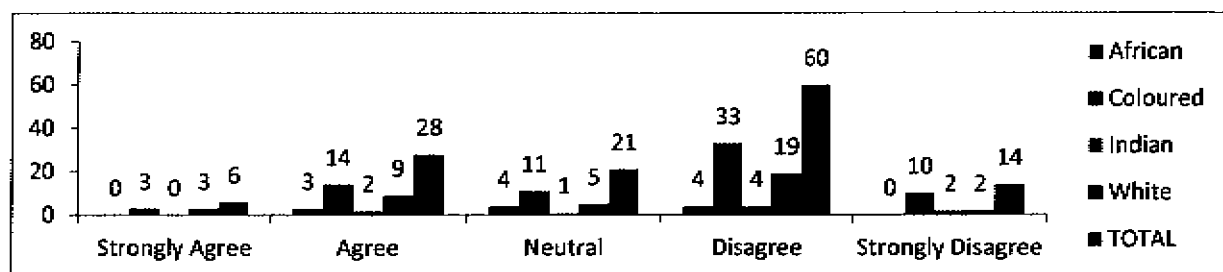
Graph 13: Female Participants – Access To Support From Superiors



The findings revealed that the perceived threat of victimization and or conflict may be reasons behind a lack of support from superiors. More specifically, respondents were asked whether conflict limits the amount of support they received from their superiors to which just over a quarter of all females and 47% of females in Senior Management Services agreed. This compared to 24% of all men who agreed and 20% of all disabled participants. By race, 33% of White women agreed, 24% of Coloured women, 22% of Indian women and 27% of all African women agreed. African males agreed at 39%, Coloured males at 25% and White males at 16% agreed that conflict limited the amount of support they received from their superiors. Designated African groups generally were shown to have had a more difficult time than others,

however given the high percentage of White women in agreement and the high percentage that filled senior ranking management positions, the findings suggested that it the experience was shared by females in Senior Management Services. One could also deduce that frequent collaboration with line management, as designated Africans were found to have, may influence the level of conflict experienced. This may be a result of task support or perceived micro-managing which is known to reduce personal perceptions of competency. This ultimately affects job satisfaction and tenure to which the demographic profiling of Africans shows lateral movement in the difference between the average years in current position versus the number of years in current department. In Graph 14, the author provided an illustration of the results recorded for all female participants and their perceptions on conflict limiting the support the received from their superiors.

Graph 14: Female Participants - Conflict Limits Support From Superior



Respondents were asked if they felt disillusioned by the incompetence of their superiors. A greater number of males disagreed at 61% and fewer remained neutral (22%) than their female counterparts. This left 18% of all males agreeing. Coloured males recorded above average scores in agreement at 22%. More females than males were disillusioned by the incompetence of their superiors, however disillusionment was perceived by both genders. High neutrality suggested an inability for many in taking a stance on how they felt. Incompetent superiors may disempower their employees by way of increased responsibility and limited learning for subordinates looking to move into a more senior rank. Superiors form part of the team working toward certain objectives and goals and so incompetence may contribute to the efficacy of the team and so be a reflection on subordinate competency. Concerning was that just over half (53%) of females in Senior Management Service disagreed to being disillusioned by their

superiors incompetence and 60% of all participating disabled comfortably disagreed. Disillusioned by superior's incompetence, a significantly high 27% of all females had remained neutral and 22% were in agreement. White women scored the highest in agreement with an above average 26%. Other females by race had scored below the average. As previously alluded to, many respondents felt that they didn't receive support from their superiors and so the disillusionment perceived may be as a result superiors' inability to support their subordinates in the manner in which they need. Task support is known to produce high level of intrinsic motivation where employees are less likely to be dependent on other forms of support. They are capacitated through task support to have autonomy. They are thus more likely to remain in their jobs. Adequate task support also builds trust and confidence through guidance and sharing of power. If subordinates are merely given tasks without such support, incompetency may be perceived as the reason for lack of trust and confidence.

Generally, individuals strive for a positive social identity within the workplace and this is the main reason why conflict is known to be one of the greatest stressors. Stress reaction is seen as the behaviour of job strain and is the result of task and/or relationship conflict negatively affecting job satisfaction. Job strain is the psychological manifestation of conflict and affects employees' health and well-being which has direct repercussions on individual and so organisational performance. Further, employees with "internal locus of control" are less likely to experience job strain as a result of conflict because they believe that they have power over outcome and rewards within their environments.

The majority of all females (87%) believed that they generally have a good working relationship with their subordinates. Males agreed at 93% and 88% of females in Senior Management Service agreed. Fewer disabled (60%) agreed that the relationship they have with their subordinates can be described as good.

When asked if conflict limits the support received from subordinates, 19% of all females agreed, 17% of females in Senior Management Service and 40% of the disabled agreed. Given the below average percentage of disabled participants who felt the relationship they have with their

subordinates is good, coupled with the above average percentage who believed that conflict limited the support they received, one could assume that disabled participants have a difficult time managing these relationships. Of all females in agreement, Coloured women at 21% comprised the majority. Fewer men, 16% were in agreement with the statement, however 24% had chosen to remain neutral, with 60% disagreeing. African and Coloured males made up the vast majority of those in agreement at 22% and 21% respectively. Significant enough a percentage was confident that subordinates held back on support due to conflict. Even higher was the number who had remained neutral indicating uncertainty. This suggests a gap in effective communication and conflict management between direct lines and their subordinates. Conflict induces power plays and potential sabotaging of work affecting the efficiency and effectiveness of services delivered. The Commission on Women's Development referred to this as "power over" which can trigger either active or passive resistance from the individual with "less" perceived power or lower ranked in the hierarchy. In this way, they posit that power exists only in limited quantities as both individuals have a measure of power which can be used to the detriment of the organisations objectives. However, if conflict is managed correctly, the "power over" which naturally exists in a hierarchical environment, can be used to guide rather than dominate.

Respondents were asked if they were disillusioned by their subordinates' incompetence to which 63% of all women disagreed with the statement, 26% had remained neutral and 12% were in agreement, White women contributing the greatest percentage in agreement at 18%. Similarly, male respondents disagreed at 67%, 26% remained neutral and 7% agreed. The results suggest that males were more confident in the ability of their subordinates, however high neutrality indicates that both genders had a high degree of uncertainty implying that they may not be disillusioned but were not confident to disagree. This may indicate a certain level of angst experienced in the competency of subordinates. A greater percentage of females in Senior Management Service (76%) disagreed to feeling disillusioned by their subordinate's incompetency and 80% of all participating disabled disagreed suggesting that the instability that they experienced in conflict and support was not the result of subordinate incompetency. Where competence is said to be necessary in having the confidence to perform job tasks well,

the perception of competence can also play a crucial role in the interactions between individuals. In the case where managers find themselves disillusioned by their subordinates' incompetence, they may lose trust, confidence or the motivation to carry out their managerial tasks to the best of their ability and either consciously or unconsciously disempower their subordinates as a result of low motivation. If this happens, the subordinate then has to manage the same feelings within him/her ultimately impacting on the performance of both superior and subordinate.

The aforementioned is linked to synchronicity of personal value. In environments where employees feel comfortable engaging in their job tasks and working toward organisational objectives are usually those in which meaning is found. Meaning also inspires creativity, satisfaction and it serves as a motivating force during times of challenge or crisis. The synchronicity of meaning is important at the level of interpersonal relationships as well as between the individual and the organisation. Large organisations are complex because structural forms as well as diversity in demographics impact on how meaning is created and nurtured.

Having said this, almost half (47%) of all females and 50% of all males agreed that they share the same values as their co-workers. Thirty six percent of all females had remained neutral and 16% disagreed with the statement. For Coloured females, an equal number had agreed and remained neutral at 42%. White women agreed at 53% which is above average and equal numbers had chosen to remain neutral and in disagreement at 23%. Fifty five percent all males participating agreed and 36% remained neutral which was comparable to their female counterparts. Only 8% disagreed with the statement. At Senior Management Service level, 35% of all females agreed and even fewer (20%) disabled participants agreed. High neutrality implies that many were either uncertain of the value systems held by their co-workers or their neutrality was linked to some apprehension about taking a positive or negative stance.

Where the majority of respondents agreed that they were clear about and shared the same values as the organisation, when it comes to co-worker relationships, they were less content

with the alignment. White women displayed the least confidence about a value alignment. It is concerning that half of all employees, male and female, as well as a 35% of females in Senior Management Services perceived that they shared the same values as their co-workers. While the question did not allude to which values were not shared, the mere fact that a difference was perceived holds importance.

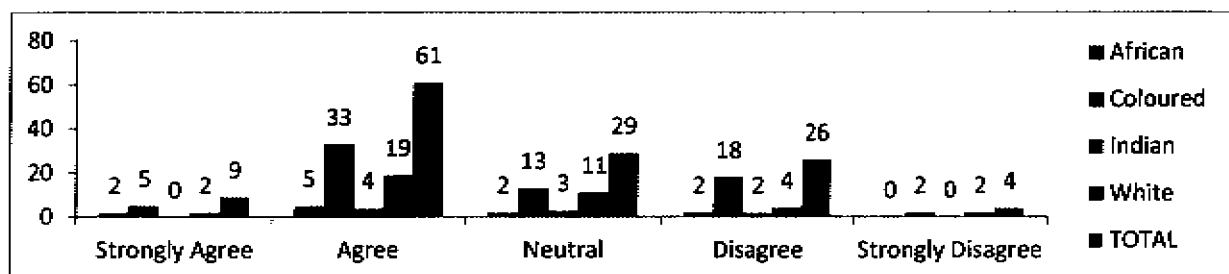
When asked if they believed their co-workers had confidence in their abilities, 90% of all females and 93% of all males agreed. Seventy six percent of females in Senior Management Service agreed and 80% of all participating disabled. There seemed to be greater confidence felt by respondents in how they perceived the confidence and belief of their co-workers have in their abilities. This was more positive than how they perceived their superiors felt about their competency.

Almost half (48%) of all female respondents agreed that they got most of the information they needed from co-workers. White and African women agreed above the average. Females in Senior Management Service presented in line with the agreement rate of all females. Compared to other groups analysed, the researcher recorded lower disagreement for the disabled at 20%, however 80% remained neutral. Sixty four percent of African women either agreed or strongly agreed and 54% of designated White women who participated. Coloured women agreed at below the total average indicating that African and White women were more likely obtain the information they needed from co-workers. Similarly, it was 43% of Coloured males and 56% of African males who agreed that co-workers play an important role in how they access information. A high percentage, 25%, of all males participating chose to remain neutral in answering this statement. Given the difficulty perceived by females in accessing the information they needed as well as having it, it was not surprising that nearly half rely on co-workers for information. Designated Africans showed the greatest reliance.

When asked if co-workers freely shared the information they have, 54% of all women agreed. African women found it easier to access information from co-workers as above average agreement was recorded. Females in Senior Management Service disagreed at 41% which was

higher than all females who recorded 23% disagreement. None of the disabled disagreed, 40% agreed that information was freely shared; however 60% were neutral to the question. By race, 63% of African women agreed, 55% of White women and 44% of Indian women agreed. Of the 23% of all women who disagreed, Coloured women were 67% of this number, which was 28% of all Coloured women. The second highest race group in disagreement with the statement was White women at 12%. Coloured and White men showed the highest level of disagreement with the statement at 16% and 12% respectively. Where a large number of women showed reliance on information shared by co-workers, nearly a third found that this was not easily achieved. Relationships between co-workers showed clear importance given that they were a contributor to job efficacy. Access to information is a prerequisite to job efficiency and efficacy, yet too significant a number of females employed in senior management positions found themselves disempowered this way. They were highly reliant on co-workers for information which has implications on time efficiency and ultimately productivity. This showed the importance of interpersonal relationships and a culture of sharing for females. They generally didn't have easy time accessing information from their co-workers or appropriate information systems, meaning that a significant amount of time and energy could be wasted trying to find information to be effective. The perception all females had about co-workers freely sharing the information they have is depicted in Graph 15.

Graph 15: Female Participants - Co-Workers Freely Share Information



Further to this, respondents were asked if they were heavily reliant of co-workers to complete their job tasks. In response, 65% of all females and 57% of all males disagreed. Females at Senior Management Service level agreed at the same percentage as all females (19%) and none of the disabled participant's agreed. Twenty two percent of all males agreed suggesting that for

males and females alike, a significant number were heavily reliant on co-workers indicating high importance placed on these relationships for efficacy.

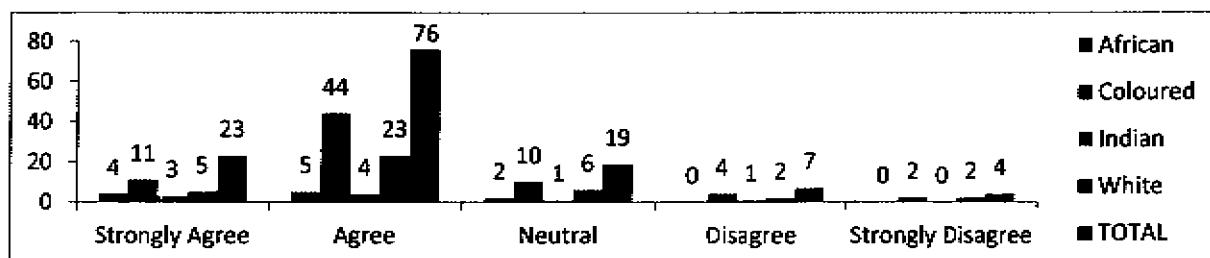
The relationship social-structural principles play is that the nature of a working environment influences and presents various opportunities and limitations for individual feelings of empowerment. Employees that perceive empowerment in all four cognitions show active rather than passive characteristics and positioning toward their role in the team or organisation. This means a high propensity to be satisfied in their jobs, commitment to the organisations, trust in management and positivity toward change. It is not only work climate that facilitates and promotes feelings of empowerment, a critical factor is relationships individuals have with their immediate environments, these include superiors, team dynamics as well as relationships with external stakeholders. Over time, individuals empowered in turn empower and influence their environments through their behaviours. Research has shown that bureaucratically structured environments create passive rather than active behaviours, where workplace designs that are aligned with empowerment and commitment produce more opportunities (Sprietzer 1996).

5.4.3. Workplace Climate And Culture

As was previously alluded to, it is important that individuals are clear about the values of the organisation and see it as aligning to theirs creating meaning and a sense of security. Fewer females (77%) than males (82%) were clear about what the values of the department in which they work. Eighty two percent of females in Senior Management Service and 100% of the disabled participants agreed that they were clear on departmental values. The results were generally shared by both males and females participating. Males and females alike showed significant neutrality to what should be clear to them suggesting that there was a gap in the communication of organisational values. Adding those in disagreement to those who chose to remain neutral, there were a significant percentage of employees who were not finding a stable connection to their personal value system and the organisations due to lack of clarity. The

author presents female participants perceptions on being clear on organisational values in Graph 16.

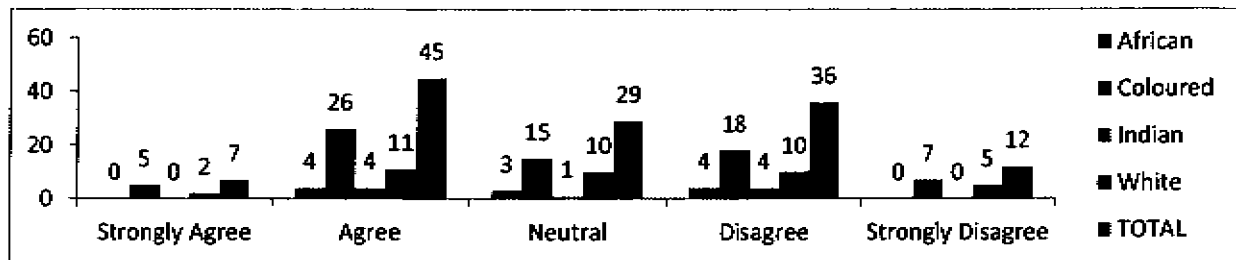
Graph 16: Female Participants – Clear On Departmental Values



Even though the majority (70%) of all females and 76% of all males agreed that they shared the same values as the organisation, the deficit corroborates previous findings where the uncertainty expressed in clarity showed a significant number of employees that were not secure in the fit between organisational values and theirs. Eighty two percent of females in Senior Management Service agreed and 80% of the disabled, indicating that higher ranks were marginally more certain that there was alignment.

A significant 37% of all females didn't believe they had all the support they needed in their jobs. For females in Senior Management Services, 24% shared the same perception and an even greater percentage (40%) of the disabled felt this way. Comparatively by gender, 30% of all males didn't agree that they have all the support they need, 23% had remained neutral and 47% agreed to have all the support they need. Indian women showed the highest percentage of disagreement at 44%, second was White women at 39%, then African women at 36% and Coloured women at 35%. White males showed the highest percentage disagreement at 33% with Coloured and African males showing a near parity percentage of 27% and 26% respectively. As previously mentioned, the levels and forms of support differ between individuals as values and meaning differs. This may be indicative of the high neutral value recorded for males and females. More females than males however felt that they needed more support in their jobs. In Graph 17, the author presents the perceptions all females had on receiving all the support they need in their jobs.

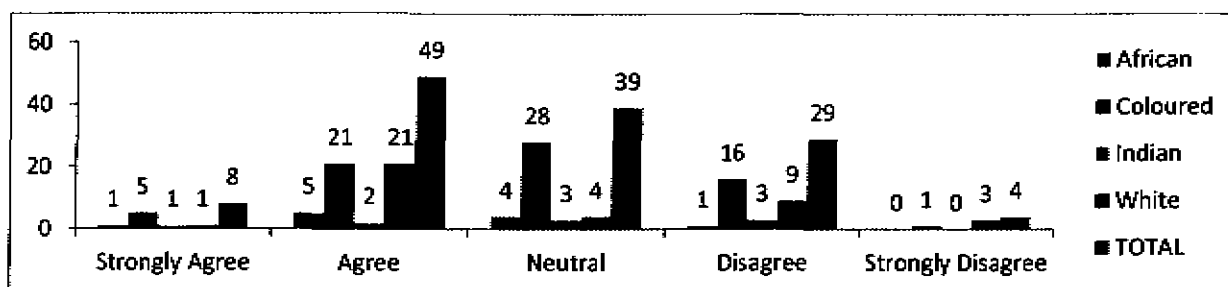
Graph 17: Female Participants –Receive All Support Needed In Job



Relationships play a role in the enhancement or degradation of meaning. Perceptions on ethical behaviours related directly to the personal value systems and beliefs of employees. Respondents were asked if they were happy with the ethical conduct of their co-workers. The findings showed 44% of all females and 61% of all males agreeing. At Senior Management Service level, 53% of females reported being unhappy with their co-workers conduct and only 20% of disabled participants agreed. Thirty percent of all females were neutral to the statement and 26% disagreed with it. By race, White women disagreed at 31%, 10% had remained neutral and 58% agreed which was significantly above the average. Coloured women disagreed relatively in line with the average at 24%, but scored below the average in agreement at 37% where 39% chose to remain neutral to the statement. An equal 33% was recorded for Indian women in agreement, neutral and disagreement, while above average percentage of African women (55%) agreed with the statement. Most of the remaining African women had chosen "neutral" at 36%. This clearly showed diversity in personal value systems between races, with White women being the most confident in their disagreement, the majority of Coloured women neutral and more than half of all African women agreeing or neutral to the statement.

More males agreed with that they were happy with the ethical conduct of their co-workers recording 61%; however a similar number, 24%, remained neutral leaving fewer, 15%, in disagreement with the statement. Even though there were a significant number of males uncertain and in disagreement, the statistics suggested that women see a greater disconnect in values between themselves and co-workers implying that meaning shared was of greater importance to them. In Graph 18, the data yielded from all females participants in relation to co-workers' ethical conduct is depicted.

Graph 18: Female Participants – Happy With Ethical Conduct Of Co-workers



The researcher then sought to understand how positive respondents were that the ethical conduct of their co-workers can be improved. The data revealed that 57% of all females were positive. A similar percentage of all males agreed. African women agreed at 82%, White women at 53%, and Coloured women and Indian women equally at 55%. Of those who disagreed, White women made up the majority disagreeing at 29%. Only 10% of Coloured women disagreed, however 35% had chosen to remain neutral to the statement. Indian women also recorded a high neutral percentage at 44%. In line with their female counterparts, White males recorded an above average disagreement at 18% and a neutral score of 42%. This suggested that designated White groups were least positive about the potential for change in ethical behaviour. African women were most confident in the fact that improvements can be made, however a high neutral score also indicated general uncertainty among women. A greater percentage (76%) of females in Senior Management Services was positive and 60% of all disabled participants.

The environments created also impact on the autonomy of individuals. It is important for the culture of the department to encourage initiative, but equally important is for creativity to exist, that employees have control over time and that they are not overloaded due to the incompetence of another or the lack of access to the human resources function.

The researcher recognised that access to Human Resources personnel is an important resource for senior managers. This is connected to the empowerment principle of support, as this function provides guidance, administrative support and facilitates many “people” processes managers are required to carry out in an already time strapped environment.

Almost half (47%) of all participating females and males perceived that Human Resource personnel were not easily accessible. At Senior Management Service level, 59% found it difficult to access support and 40% of disabled participants felt the same way. By race, African women agreed at 45% and disagreed at 36%. Coloured women agreed at 33% and disagreed at 48%. White women agreed at 39% and disagreed at 47% and Indian women agreed at 33% and disagree at 44%. Comparatively, 47% of all males participating disagreed with the statement, fewer agreed at 32% and 22% had remained neutral. Both males and females generally didn't believe that Human Resources personnel were easily accessed. This suggested that they were unnecessarily constricted to carry out management tasks they believed they needed support in.

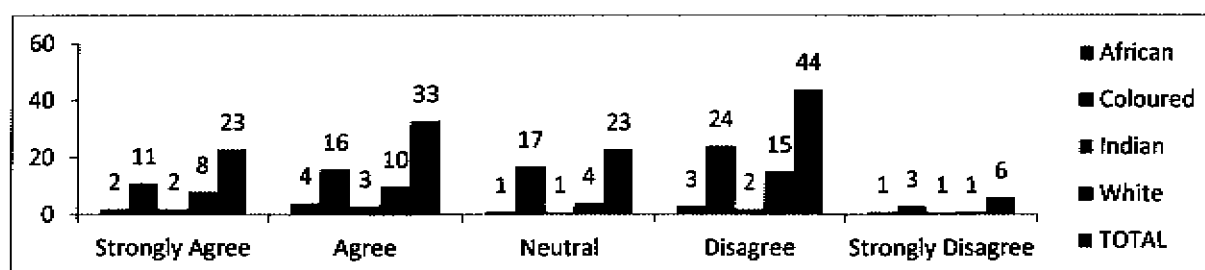
If overwhelmed by workload, employees are less likely to be in control of their own job requirements let alone be proactive in carrying them out. In addition, it is known that bureaucratic and hierarchical environments create passive rather than active work orientations as standard operating procedures are a structural characteristic of such environments limiting autonomy and creating pressure to conform ultimately reducing power and control. It was important to understand how employees perceived their work context in relation to this as it affects their creative decision making as well as their motivation to take the initiative and be proactive in their roles.

It was generally understood that it is through subordinate-superior relationships that tasks are devolved. These should be in line with the job requirements of all employees as per their employment contract; however the research sought to remove the possibility that employees may perceive that the over load and subsequent lack of control they may experience, could be as a result of superiors' incompetency. The reason for this was because it has the potential to add further strain on this critical relationship and be cause for conflict affecting the work climate. When asked about their perceptions of feeling overloaded due to superiors' incompetence, most women (64%) either disagreed, or remained neutral to the statement at 24%. Similar to their female counterparts, males disagreed at 63% and remained neutral at 21%. Of those males in agreement, White and Coloured males agreed at 21% and 18%

respectively. Twenty four percent of females in Senior Management Service felt overloaded due to the incompetency of their superiors and 20% of all participating disabled persons.

Respondents were asked if they were overloaded regularly due to vacancies not being filled within the department to which 43% of all women and 44% of males agreed. Eighteen percent of all female participants remained neutral to the statement. Thirty nine percent of all female respondents disagreed compared to 43% of all males. This indicated males being more confident to take a stance than females. By race, White, Indian and African women agreed above the average. It was clear that it was less the incompetency of superiors contributing to employees being overloaded than it was a lack of human resource capacity within the departments, however it cannot be discounted that a significant number perceived that superiors' incompetency was a reason for work overload. Employees who perceive being overloaded often perceive greater time pressure and a lack of control. This increases job stress and strain and has a positive relationship to absenteeism and high turnover. It also discourages creativity in that employees passively move toward getting the basics achieved. A greater percentage of females in Senior Management Service (65%) agreed that they felt overloaded due to vacancies not being filled within the department and a high 80% of participating disabled agreed. The author provides a graphic presentation of the data retrieved from all female participants of their perceptions on feeling overloaded due to vacancies not being filled within the departments in Graph 19.

Graph 19: Female Participants - Overloaded Due To Vacancies Not Being Filled



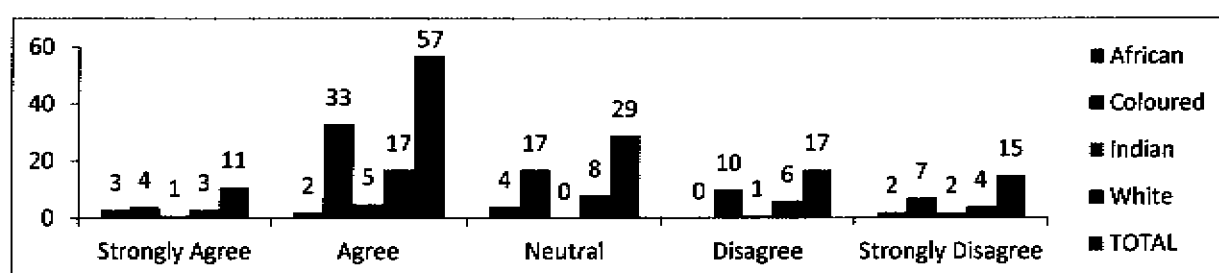
When asked if they were encouraged to take more responsibility in their jobs, 22% of all women remained neutral and 16% disagreed. Fewer males than females believed they were

encouraged to take more responsibility at 52%; however 28% had remained neutral to the statement leaving 20% disagreeing. African males disagreed at 30% which was higher than the average as well as Coloured males who disagreed at 23%. Below the average, Coloured males agreed at 40% and above the average White males agreed at 67%. This indicated that White males and females in general were encouraged to take more responsibility in their jobs. In addition, women seemed to carry a greater burden of responsibility, one which was not translated into movement up the ranks of management. Given that, on average, designated black groups shared similar average years' experience in their current positions; females still outweighed males in lower ranks. Greater responsibility is by no means a negative element as it has the potential to expand an individual's learning. However, the responsibility should be aligned to individual development and result in their upward movement. This was a priority for the Provincial Government of the Western Cape and so efforts should be made to ensure that there is a positive relationship between responsibility and development and that it is not simply a case of making females "work horses" within their environments. Forty seven percent of females in Senior Management Service felt that they were encouraged to take on more responsibility in their positions and 60% of all participating disabled persons agreed.

Recognition is also considered an important element in the motivation of individuals and can be considered a supportive informal or formal structure that exists to reward a job well done. Fifty three percent of all participating females believed they were given recognition for a job well done and 51% of all males agreed. Twenty two percent of all females had chosen to remain neutral and 25% didn't feel that they were recognised for good work. Indian females and White males showed higher than average agreement by gender and race. Only 41% of females in Senior Management Service agreed that they were recognised and 20% of the disabled. White and Coloured women fell in line with the average in agreement. However, Indian women agreed at 66% and African women at 45%, above and below the average respectively. African women recorded the highest neutral value at 36%. Male participants showed 24% disagreement, but were equally inclined to select neutral at 25%. African males showed high percentage disagreement with the statement at 43% which was higher than the approximate percentage shared by their Coloured and White colleagues at 16%. By race, African males

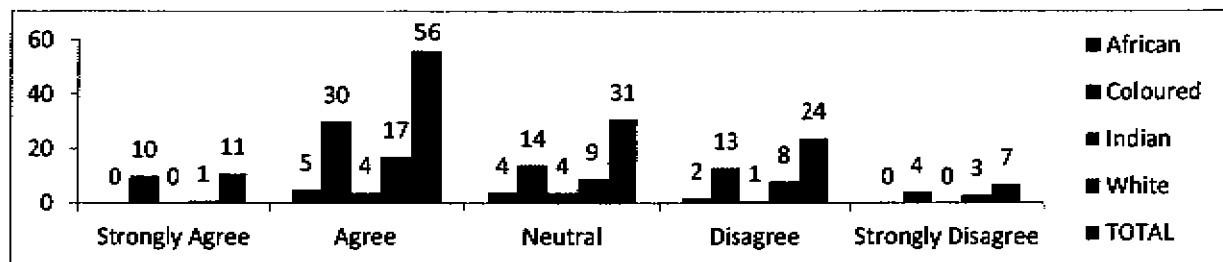
agreed at 34%, Coloured males agreed at 45% and White males at 63%. Ideally, employees should feel confident to agree to the statement showing that recognition is indeed a part of their working experience. The researcher recorded a significant number of respondents in disagreement and high neutral scores. The numbers indicated that designated groups were less likely to be recognised for their work by race and gender. A graphic presentation of the findings for all females is depicted in Graph 20.

Graph 20: Female Participants – Receiving Recognition For Good Work



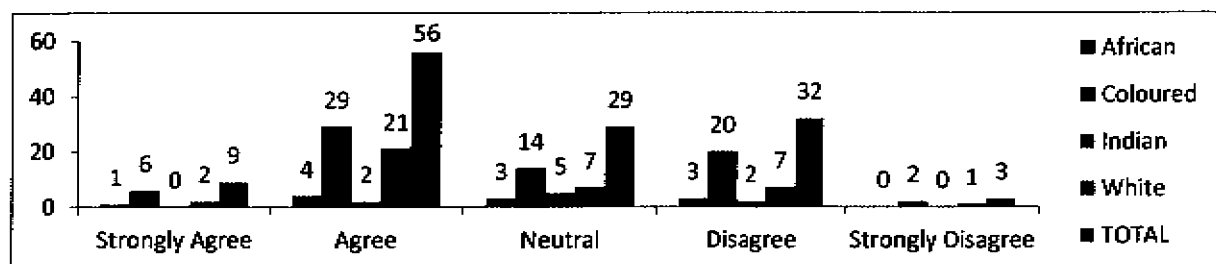
Spreitzer (1995) showed that employee who had access to information generally understood their role in a broader context allowing them a sense of ownership in how they can influence the success of the organisation. Spreitzer (1995) postulated that access to information reduced uncertainty. Having said this, just over half (52%) of all females agreed that obtaining information was easy, 56% of all males agreed. A greater percentage of females in Senior Management Service disagreed compared to data recorded for all females. Only 20% of the participating disabled agreed that it was easy to obtain information. Depicted in Graph 21, 24% of all female respondents perceived that it was not easy to obtain information to do their jobs effectively and when compared, 20% of all males disagreed. Twenty four percent of all females and all males chose to remain neutral indicating a high level of uncertainty in gaining access to information. High levels of neutrality and disagreement suggested that access to information was a concern and a challenge for senior managers and could be seen as a limitation in their ability to be effective in their roles. This has the potential to cause job strain within their environments, as the amount of energy required to be effective impacts on the creativity and energy put into enhancing performance levels and delivering at a higher standard.

Graph 21: Female Participants - Easy To Obtain Information



The researcher posed a question on whether respondents felt that information was equally accessible to everyone to ascertain whether there was discrimination in access to information. Half of all female respondents agreed and 41% of females in Senior Management Service agreed. Only 20% of the disabled believed that everyone had equal access to information. Presented in Graph 22, 45% of African women compared to 49% of Coloured women agreed that there was equal access to information. White women agreed at 60% compared to the total 50% of all female participants. Twenty two percent of all women had chosen to remain neutral and 27% disagreed with the statement. Coloured women showed above average disagreement at 30%. Comparatively only 16% of all male participants are in disagreement, 20% have remained neutral and 64% agreed. A significant number of designated females perceived that there was inequality in the access to information. It was however uncertain as to where or for whom they believed the inequality existed as the question did not allow for such. Males didn't perceive this as often as their female counterparts do.

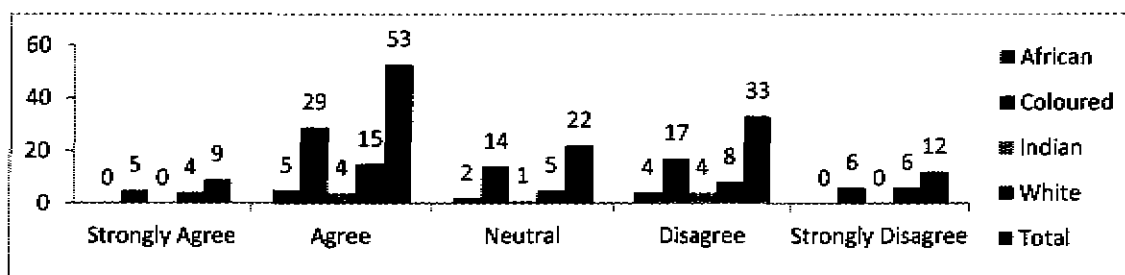
Graph 22: Female Participants - Equal Access To Information For All



As depicted in Graph 23, the fear of victimization existed for 35% of all female respondents when they want to discuss problems they may have in their jobs. Fewer males (20%) perceive

this. Indian and African women and African males agreed at a greater percentage than the average by gender. Forty seven percent of females at Senior Management Service level agreed that they feared victimisation and 40% of the disabled. By race, Coloured women disagreed at 32%, White women at 37%, Indian women at 44% and African women at 45%. Comparatively by gender and race, African males disagreed at 39%, Coloured males at 19% and White males at 15%. The highest neutral value was recorded for Coloured males at 34%. Coloured women also displayed above average neutral weighting at 20% where the average for all females was 17%. The fear of victimisation was a factor for both men and women in the Provincial Government of the Western Cape, however more so for females than for males. High neutral scores recorded for both males and females may be evidence of this.

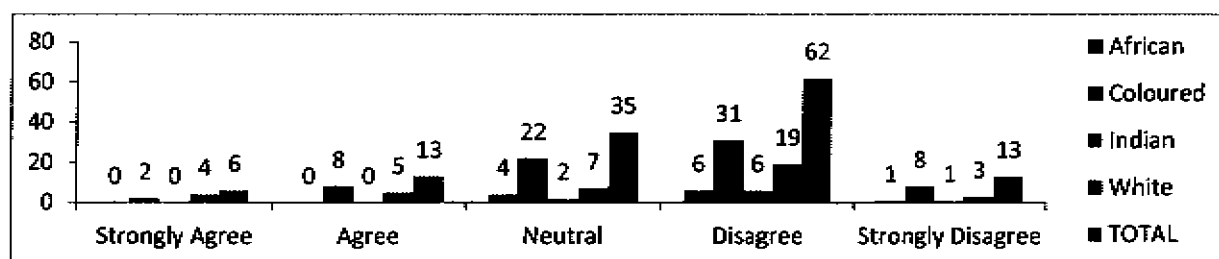
Graph 23: Female Participants – Fear Of Victimisation



More females (64%) than males (55%) agreed that conflict occurs between co-workers. White and Coloured women scored the highest percentages in agreement at 71% and 63% respectively. Comparatively by gender, 55% of all males agreed and 24% chose to remain neutral. Coloured males agreed at 67% and White males at 50%. These two race groups made up the majority of men in agreement. Eighty eight percent of females at Senior Management Service level agreed and 60% of the disabled. This suggested that greater levels of tension were experienced in higher ranks. Although the statement did not reflect individual levels of conflict, most females agreed that conflict existed in their environments. Conflict is a natural part of any organisation and its existence does not necessarily mean that it has negative implications for the individual or the collective. However, findings clearly showed that conflict affects the level of support from superiors and subordinates alike implying that it did have a negative impact on relationships.

Respondents were asked if they felt that their work was regularly sabotaged to which most female participants disagreed; however 27% had remained neutral leaving 15% in agreement with the statement. Similarly, 15% of all males agreed, 24% remained neutral and 61% disagreed. By race, shown in Graph 24, Coloured and White women were the only two race groups who had agreed with the statement, White women at 24% and Coloured women at 14%. A high percentage of African women remained neutral at 36% and most Indian women disagreed at 78%. For male participants by race, 22% of African males agreed to their work being sabotaged regularly. Coloured and White males agree at 13% and 15% respectively. The sabotaging of work is an extreme form of disempowerment affecting the perceived competency of individuals. The 15% recorded agreement was significant enough a number to indicate that this level of disempowerment does exist for men and women within the Provincial Government of the Western Cape. By race and gender it was White females and African males who experienced this at the highest level. Similarly, 15% of females in Senior Management Service agreed that their work was regularly sabotaged and 40% of all disabled participants agreed suggesting a very real problem for the disabled and their ability to perform.

Graph 24: Female Participants – Work Is Regularly Sabotaged



Concerning leadership, empowered individuals are transformational, engaging and utilize upward-influence in tasks with superiors. As a result of this they often report contributing to substantive and transformational change when it is required of them. The reason empowered employees are less resistant to change is that they perceive the organisation as an able system when challenges occur. They are thus generally more innovative in their approach and not afraid to try new ways of meeting challenges. Their charisma is generally valued by followers and the result is an increased ability to bring about change.

For this reason, the researcher posed the question on whether change was perceived as important in the department. In response, 93% of all women agreed. In comparison, 85% of all males participating agreed. This indicated that males were more change averse than females. Even though both genders recorded high scores positive toward change, females displayed greater potential for transformational leadership thinking. All females at Senior Management Service level and all participating disabled persons agreed that change is important. Further to this, 58% of all women were in agreement that provincial level bureaucratic structures impede change. A significant percentage of all females (32%) had remained neutral. In line with their female counterparts, 58% of all males were in agreement, 26% were neutral leaving 16% in disagreement. Forty seven percent of females at Senior Management Service level and 40% of all participating disabled persons agreed. Where change was seen as important by most groups, it appeared that the bureaucracy at provincial level was seen as less of a change inhibitor by more senior ranks than others.

Environments that are pro-initiative are those in which creativity flourishes and change is possible. Respondents were asked whether they perceived the department encouraging initiative. Sixty percent of all females agreed, 22% were neutral and 18% disagreed with the statement. Comparatively by gender, 56% of all males agreed, 32% were neutral and 12% disagreed with the statement. By race, African females showed the highest number (27%) in disagreement. Similarly, African males disagreed at 26% which was above average. High neutral and disagreement scores recorded suggested that the culture of initiative for many exists at the level of superior-subordinate relationship and was not necessarily experienced by all at departmental level. By race, African males and females recorded the highest disagreement suggesting that a culture of initiative taking was less prevalent at lower levels of management. Females at Senior Management Service level agreed at 65% and 80% of all participating disabled persons agreed, showing higher positivity among these two groups. The findings showed that females in general felt that the department in which they worked encouraged initiative; however greater positivity was reported from higher ranks.

Research has shown hierarchical structures to often discourage initiative and bureaucracy to impede change, usually producing a mindset of maintenance rather than change. The researcher posed question to ascertain the manner in which these elements were perceived among senior managers. When employees were asked if hierarchical structures discouraged initiative, 54% of all women agreed, 26% were neutral, and 20% disagreed. African woman agreed at 72% which was above the average agreement. Of all males participating, 53% agreed, 26% were neutral and 21% disagreed. By race, all males fell within the average. Further, the researcher attempted to understand the level of transformational leadership thinking. With this in mind, approximately half of all participants were inclined to see that the structures they operated in were not conducive to innovative thinking. Similarly, 53% of females at Senior Management Service level and 40% of all participating disabled persons agreed that hierarchical structures at departmental level discourage initiative. While it is important for all levels of management to be innovative and creative leaders, senior ranks are critical in that they generally have the kind of power to steer culture and guide many more subordinates toward creative and proactive approaches to improving their performance.

Trust is seen as an important element in the working context. Where trust is given or felt, people are more comfortable taking ownership and using their initiative. This is linked to the psychological empowerment principle of competency, the confidence people have in their ability to do a job well. The researcher asked respondents if they felt they were trusted to use their initiatives, to which 79% of males and females agreed. Twelve percent of males remained neutral and 15% of females. Of those males disagreeing, African males recorded the highest percentage at 26%. Generally employees, both male and female, perceived a culture of initiative-taking within their environments. Similarly, females in Senior Management Service (76%) agreed that they were trusted to use their initiative and 80% of all participating disabled persons agreed.

Creative action is often enabled by access to certain resources. Financial support is critical in instances where senior managements' are willing and able to be creative and autonomous in the achievement of objectives and willingness to improve performance. An additional element

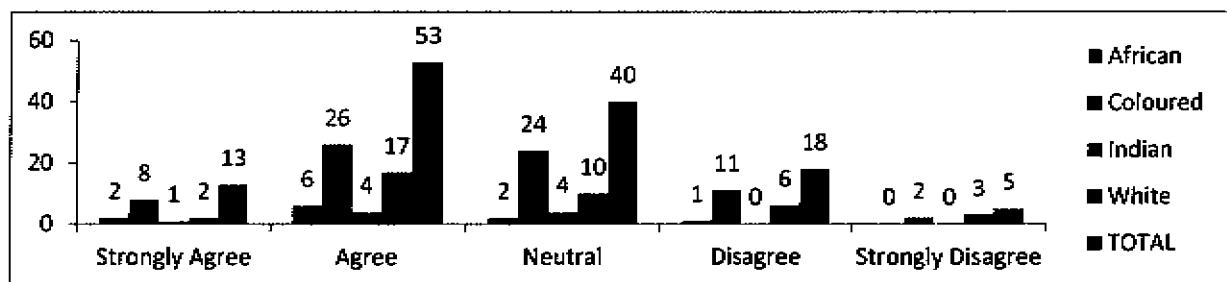
considered by the researcher was whether political constraints were a factor in gaining financial access. If this were the case, then structurally, the system would be discouraging initiative. When asked if political constraints hamper access to funding, 16% of all females and 24% of all males agreed. Only 6% of females in Senior Management Service agreed and 20% of all disabled participants. High neutrality was recorded where 48% of all females remained neutral and 43% of all males. Thirty six percent of all females disagreed with the statement compared to 33% of all males. By race, the majority (66%) of Indian females chose to remain neutral where Coloured and White females fell within the average. Sixty four percent of African females disagreed compared to 43% of African males. Eighteen percent of White females agreed to the statement compared to 25% of all White males. Forty nine percent of Coloured females remained neutral in line with their male counterparts. It appeared that the perception that politics constrains access to funding was not widely held. High neutrality scores however indicated uncertainty in responding. White males recorded the highest agreement and given that they occupied a large percentage of the high level management positions, it suggested that the higher the seniority the greater awareness around the relationship between political constraints and funding.

Working climates that are high in trust encourage self-determined individuals and so leadership. Respondents were asked whether they felt they were trusted to decide on the best way of carrying out their jobs to which 79% of all female participants and 77% of all males agreed. Thirteen percent of all women and all men remained neutral. More respondents felt that they were trusted to decide the best way of carrying out their jobs than agreed they have the power to make decisions that affect their jobs. This suggested that they had significant input into these decisions. Seventy six percent of females in Senior Management Service believed that they were trusted to decide the best way of carrying out their jobs and 80% of all participating disabled persons agreed.

Employees need to feel like they are having an impact on their surroundings and the outcomes of the organisation. A measure of this is the extent to which they are involved in the strategic, operational and administrative decision making of the organisation; more specifically, that which is beyond their scope of work. The researcher posed a question on the input individuals

had into decision-making over and above the scope of their jobs. Reflected in Graph 25, a significant number of female respondents, 51% agreed with the statement, 31% remained neutral and 18% disagreed with it. Comparatively a lower number of male respondents remained neutral at 19%, a greater number agreed at 69% leaving 12% disagreeing. The data showed that more males were included into the decision making process than females were. This also suggested that males were more empowered through the development of higher level thinking as they were integrated into the greater system. A greater percentage of females at Senior Management Service level (76%) agreed compared to the data yielded from all females revealing that inclusion in this way is more likely within higher ranks. Theoretically, this means that lower ranks are less inclined to see the broader context in which they work and therefore less likely to see the impact of what they do in the organisation. Sixty percent of all participating disabled persons agreed.

Graph 25: Female Participants - Input Into Decisions Above Scope Of Work



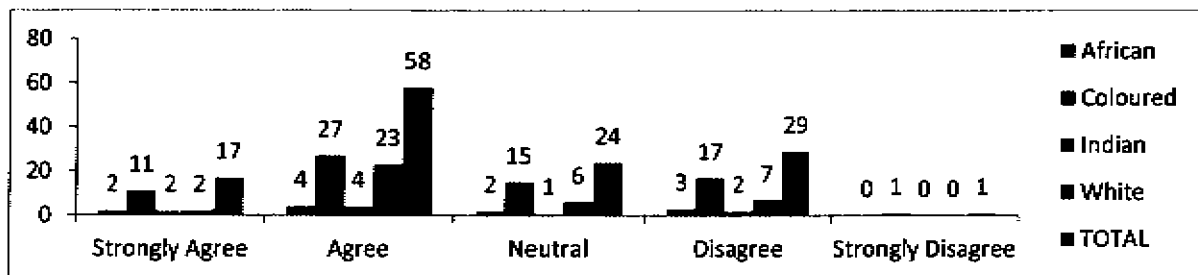
Individuals who perceive they have an impact with what they do usually perceive change as important within an organisation, the challenge the status quo and push boundaries and they do this because they are innovation oriented. In times of crisis, they usually feel empowered and moved to action. The researcher endeavoured to understand how the participants perceived their environments in relation to this and so asked respondents whether they felt standard operating procedures promoted conformity in the workplace where standardization of activities is seen as a strong characteristic of government institutions. Thirty six percent of all women agreed and 29% were neutral, leaving 36% in disagreement. Higher than the average, White women agreed at 53%. Below the average, Coloured women agreed at 25%. Thirty nine

percent of all males agreed with the statement, 26% were neutral to it and 36% disagreed. The scores showed that generally employees were split on the subject of standard operating procedures promoting conformity; however a significant number of males and females perceived that there was space for a more unconventional approach to operating within their environments. At Senior Management Service level, 24% of all females agreed and 20% of all participating disabled persons. This reflected a different relationship to procedure at lower levels of management. It appeared that higher ranks were more positive toward standard operating procedures which suggested they were less innovation oriented.

Further to this, almost 60% of all women believed they could challenge the status quo in their jobs. A similar number of all males agreed. Twenty two percent of all women chose to remain neutral to the statement and 27% of all men. The ability to challenge the status quo was not considered possible for a significant number of respondents indicating a culture of maintenance rather than innovation. Sixty five percent of females in Senior Management Service believed that they were able to challenge the status quo in their positions which was slightly more positive in terms of change and creativity. Forty percent of all disabled participants agreed.

When it comes to pushing boundaries, Graph 26 shows that 58% of all women and 57% of all men agreed that they were able to. Nineteen percent of all women were neutral compared to 30% of all men. White women agreed at 66% in line with African males who recorded a higher than average agreement. Similar to the statistics yielded from the question of challenging the status quo, pushing boundaries in the working environment was not something many employees perceived that they were able to do nor were they comfortable enough to agree on being able to do. A greater percentage of females at Senior Management Service level (71%) felt that they were able to push boundaries in their environments and 40% of all participating disabled persons agreed. The data revealed that higher ranks were more inclined to push boundaries than challenge the status quo within the organisation. Pushing boundaries may be perceived as a "softer" approach to change.

Graph 26: Female Participants - Pushing Boundaries In The Working Environment



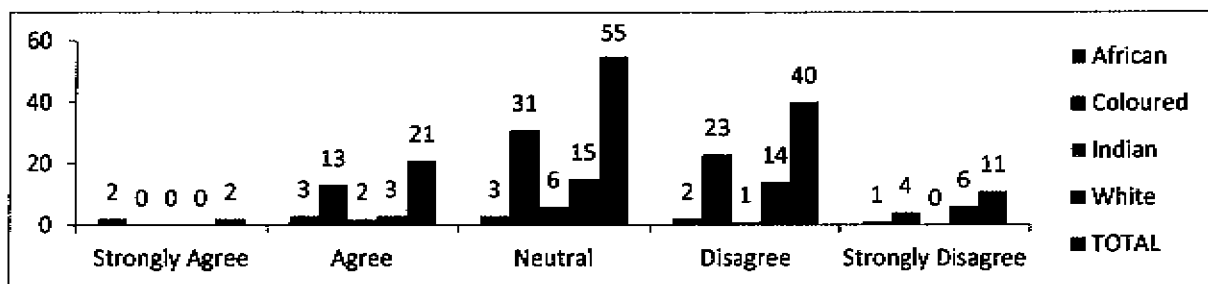
5.4.3.1. Affirmative Action Policy

Affirmative Action policy aims to increase representation of designated groups within organisations. It has contributed to greater diversity within the Provincial Government of the Western Cape which impacted on the workplace culture, among other elements, within various departments. More specifically, it brought diversity in personal value systems which have had an influence on relationships. With Affirmative Action policy being such a prominent feature in the South African work context, it was necessary to ascertain whether employees perceived the diversity that it brought as having a negative impact on productivity or service delivery within the Provincial Government of the Western Cape.

Respondents were asked if they believed Affirmative Action policy has a positive effect on departmental culture. In response, 40% of all females and 44% of males disagreed. High neutral values were recorded for all female participants at 43%. Similarly, 35% of all males chose to remain neutral and 44% were in disagreement with the statement. Above average scores were recorded for White females in disagreement at 53% and White males at 70%. African females agreed with the statement at 45% and African males at 48%. Coloured females recorded a high neutral value of 44% and Indian females at 67%. Coloured females disagreed with the statement at 38% and Coloured males at 31%. Coloured males fell in line with their female counterparts choosing to remain neutral at 46%. Males were more confident than females in their belief that Affirmative Action policies do not have a positive effect on culture, White groups were most disagreeing. By race, designated White groups disagreed at the highest percentage. At Senior Management Service level, 35% of females disagreed and 20% of the

disabled respondents disagreed. The findings showed that many respondents were not comfortable to take a positive or negative stance on the question. However significant percentages from all groups and ranks perceived the policy to have a negative impact of departmental culture. The researcher provides a graphical presentation of the data retrieved for all participating females in Graph 27.

Graph 27: Female Participants - Affirmative Action Policy Has Positive Effect On Culture



To the question of Affirmative Action policy being a threat to service delivery, White females agreed at 47%, Coloured females agreed at 28% and African females disagreed at 73%. Coloured females score relatively evenly with 35% in disagreement and 37% neutral with the statement. Coloured males agreed at the same percentage as their female counterparts, 31% remained neutral and 40% disagreed with the statement. Most Indian women remained neutral at 55% with those in agreement and disagreement evenly split. African males showed high disagreement at 78%. At Senior Management Service level, 47% of females disagreed and 20% of the disabled respondents agreed that it was a threat to service delivery. The perception that Affirmative Action policy negatively affects service delivery was mostly held by White groups. Coloured groups were highly neutral and the majority African groups were positive about the policy and its impact on service delivery.

Further to this respondents were asked a similar question around performance. The researcher asked if they perceived that Affirmative Action negatively impacted departmental performance. Their response was very close to that yielded in the previous question on the policy being a threat to service delivery. The findings showed 32% of all women in agreement, the same percentage of women who had chosen to remain neutral with 35% disagreeing. Coloured

women presented below the average in agreement at 27% as well as African women at 18%. White women record above average agreement at 50%. Of those in disagreement, Coloured women scored in line with the average and White women below the average at 21%. African women presented above the average at 82% in agreement. Male respondents agreed at 40%, 28% were neutral and 32% disagreed. By race, White males recorded above average agreement at 62%, Coloured males below the average at 33% and only 4% of African males agreed. Seventy percent of African males disagreed with the statement, Coloured males fell in line with the average and White males disagreed at 18%. It was clear that designated White groups were generally more negative toward the Affirmative Action policy than designated black groups. African groups were the most positive about the policy.

5.4.3.2. Perceptions On Gender

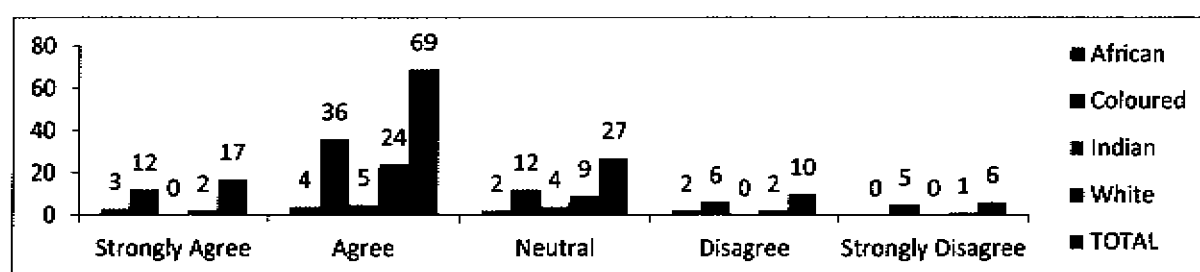
Providing designated groups with the opportunity to learn and grow was a legislative requirement as was discussed in Chapter three. The Skills Development Act, 1998 (Act 97 of 1998) pursues the development of the South African workforce in a way that improves their quality of life, access to a broader scope of work and mobility in the workplace. Moreover, it is a strategic goal within the public service to create an environment that consistently plans and budgets with a gendered lens. Should this be adequately implemented, the outcome proposed is twofold, it ensures that the public service meet equity targets as well as improves the level of service delivery that research has indicated women are a necessary contributors to. As a result, the researcher sought to identify potential barriers from a gender perspective and inquired into perceptions respondents had on the prevalence of a “glass ceiling” for women in the workplace and more generally whether career development opportunities were equitably afforded to both genders.

Respondents were asked if they perceived that they have equal opportunities in career development as the opposite sex to which 66% of all females agreed and 60% of females in Senior Management Service agreed. Designated Coloured women shared the average agreement at 67% and African women agreed at 63%. Designated White women agreed at 68%,

slightly above the average and Indian women were positioned below the average at 55%. There were no Indian women who disagreed with the statement; however 45% opted to remain neutral.

A score of 47% agreement was recorded for all participating males. White males recorded the highest percentage in disagreement. Twenty five percent of the total had chosen to remain neutral and 29% did not believe this to be true. A significantly high percentage (80%) of the disabled disagreed. Again, a high level of neutrality was recorded. However, a difference was noted in how many were comfortable to disagree with the statement. White males recorded the higher levels of disagreement perhaps because the Affirmative Action policy excludes them from being prioritized in the workplace. Equitable career advancement relates directly to the prevalence of a “glass ceiling” for women in the workplace. It was clear that significant percentages of designated groups, namely females and the disabled particularly perceived that equal opportunity in career development was not afforded to them. This suggests that those who had remained neutral to and were in disagreement with the question felt they were disempowered by way of opportunity to learn and grow. The perception of all female participants is presented in-Graph 28.

Graph 28: Female Participants – Men And Women Have Equal Opportunities In Career Development

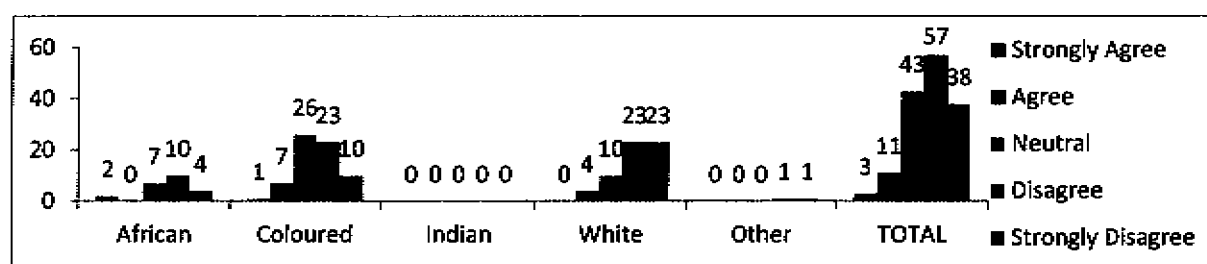


A more specific question was posed, the question of a “glass ceiling” existing for women, to which 23% of all females agreed that such a structural form exists. Only 11% of all participating males agreed indicating a gendered difference in perception of the “glass ceiling”. Females in Senior Management Service agreed at 31% which was greater than the data recorded for all

participating women. This suggested that the barrier to career advancement was perceived to a greater extent in higher ranks. None of the participating disabled agreed that a “glass ceiling” existed, however 40% were neutral to the question. Interestingly, 32% of all female participants compared to 28% of all male participants had chosen to remain neutral to the statement. By race and similar to the average, 31% of Coloured women had remained neutral, 47% disagreed and 21% agreed that there was a “glass ceiling” for women in their respective departments. The high level of neutrality indicated uncertainty or discontent on the part of the respondents in answering the question with conviction. Alternatively it may have been the result of a fear of victimization felt by participants. The perception of the “glass ceiling” existing was felt more by females than males.

It was clear through the analysis of the demographic data that occupational segregation that exists within the Provincial Government of the Western Cape. Adding the 23% of female participants who were comfortable enough to agree with the statement, the findings showed that certain factors were perceived to exist that limit the advancement of females. In Graph 29, the perception of all males is depicted.

Graph 29: Male Participants – A “Glass Ceiling” Exists For Women

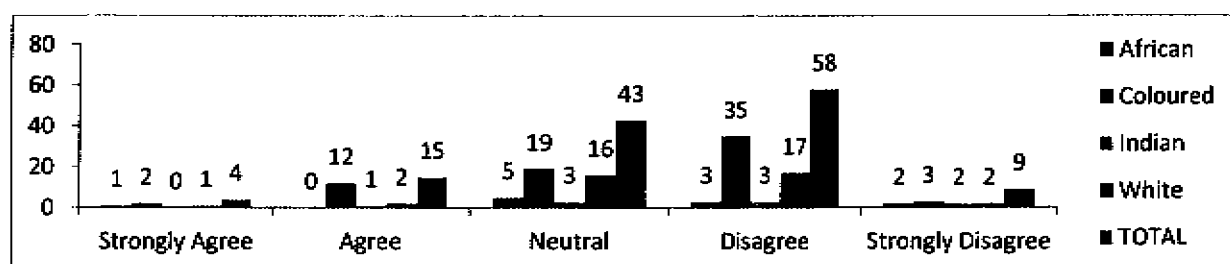


Occupational segregation is seen in the international development arena as one of the barriers facing women in employment. There are two ways in which women are experiencing this, horizontally and vertically. Horizontal segregation is explained as barriers to scope of occupation, where women are limited to more traditional roles and occupations i.e. human resources. The data provided in Tables 10 and 11 of this chapter, pointed to vertical segregation, where women faced barriers to moving into more senior management roles. It

showed that majority of women in the Provincial Government of the Western Cape occupied the positions of Assistant Director and Deputy Director generally. Even though there were more positions available under these titles, there were still a greater number of women than there were men. This has a direct impact on the salary level women fall into. President Jacob Zuma of South Africa stated in a public address on National Women's Day in 2010, that the country was not achieving the level of gender parity as was required. He also said that the public service had done well at provincial level in terms of representation, however more needed to be done to increase the number of women at senior management level (Bathembu 2010).

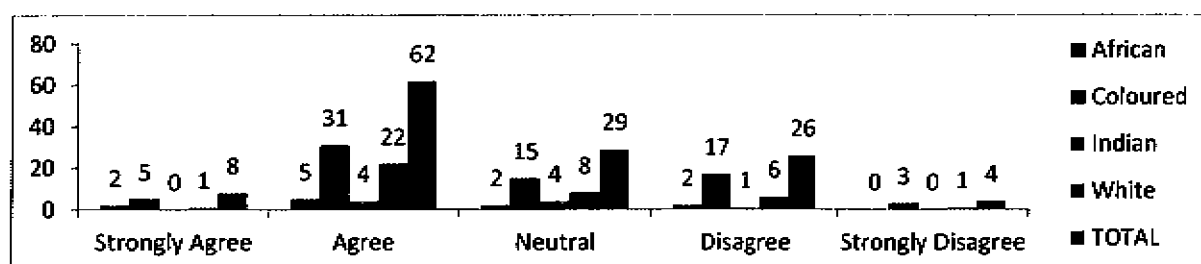
To ascertain whether gendered discrimination in career development had a political nature, the researcher posed the question to which 15% of all females and 7% of all males perceived that departmental politics favoured the professional development of men over women. It appeared that more high-ranking females (30%) perceived this to be true than those at lower levels of management. Interestingly, none of the disabled participants agreed, however 60% were neutral to the question indicating a high level of uncertainty or discomfort in choosing a positive or negative stance to the question. The researcher has provided a graphic presentation in Graph 30 of the perception all females had in relation to departmental politics favouring the professional development of men over women. In addition, the findings showed only 7% of all males participating in agreement implying that the political dynamic was perceived to a greater extent by women than it was by men. By race, Coloured females agreed at 20% displaying the greatest percentage of all females compared to Coloured males who agreed at 10%, the greatest percentage of all males in agreement. Fifty percent of White females disagreed with the statement and 42% had chosen to remain neutral. Compared with their male counterparts, White males disagreed at 35% and 52% had chosen to remain neutral. Seventy eight percent of African males disagreed compared with 45% of African females. An equivalent number of African females had remained neutral as those in disagreement. There was a high level of neutrality recorded indicating uncertainty or a fear of victimization.

Graph 30: Female Participants - Politics And Professional Development Of Men Over Women



Competency is one of the four psychological pillars of empowerment postulated by Sprietzer (1995) to represent the active perceptions of individuals in their working environments. As previously mentioned, it relates to the confidence individuals have to perform their jobs well. While the psychological perspective considered the intrinsic motivations of individuals the same holds true at a social-structural level. If confidence has a positive relationship with competence, then perceiving another as confident means that a positive measure of perceived competence is directly attributed in the other. Trust has also been noted to be a critical element in the nurturing of confidence and so perceptions of competence in individuals. It is therefore important that individuals are trusted to do a job well. As depicted in Graph 31, 54% of all females and 63% of all males felt that men and women display equal confidence in carrying out their duties. Forty seven percent of females in Senior Management Service agreed and 20% of the disabled participants agreed. Twenty two percent of both females and males remained neutral, leaving 23% of all females and 14% of all males disagreeing. Males were generally more confident about confidence being equally displayed between the genders. The high neutrality recorded indicated a significant level of uncertainty in how confidence was perceived by gender.

Graph 31: Female Participants - Men And Women Display Equal Confidence In Duties



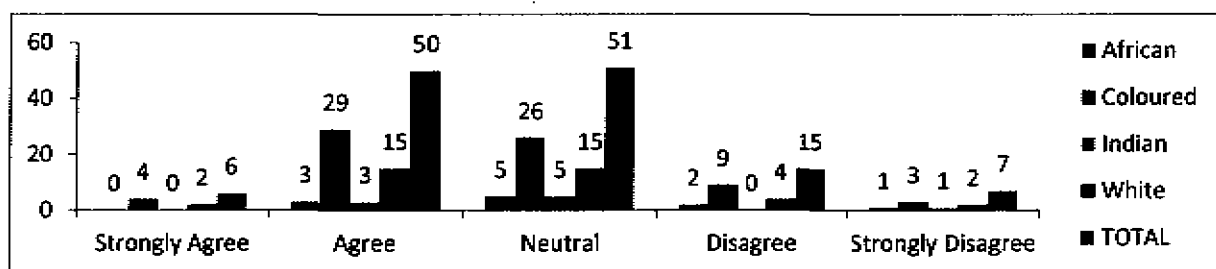
Extending on the competency theme, the researcher posed a question on the perceptions individuals had on whether men and women had equal impact on outcomes. The findings showed that 69% of all women agreed, 22% were neutral and 9% were in disagreement with the statement. A greater percentage of males, 84% agreed and 11% had remained neutral. The question did not indicate whether respondents perceived women to have greater impact on outcomes than men or vice versa. However, females participating were the only group confident in their disagreement albeit 9%. This suggested that females perceived a gender difference in impact on outcomes, more so than males did. Seventy one percent of females in Senior Management Service agreed that men and women have equal impact on outcomes and 60% of all participating disabled persons agreed. It was clear that there was a distinctive difference between the perceptions of all three demographic groups and their perceptions on impact between genders.

In addition, senior managements' ability to access funding is critical in their ability to take ownership and be creative and autonomous in their achievement of objectives. The researcher also sought to understand whether political constraints were a factor in financial access.

The question on whether men and women receive equal political support for their initiatives has implications for empowerment by way of access to support as well as for discrimination by gender. The question did not ask whether females received more support than males; however a difference perceived would imply discriminatory practice. Further, support for initiatives impacts directly on the leadership development of individuals in senior management positions. In response to the question, 17% of all females disagreed and 43% agreed. Twenty nine percent of females at Senior Management Service level believed that political support was unequal. Twenty percent of the disabled disagreed. High levels of neutrality recorded for the disabled and all participating females indicated uncertainty at lower levels of management. Additionally, a significantly high percentage of all women (40%) chose to remain neutral to the statement. By race, 27% of African women agreed, 45% had chosen to remain neutral and 27% were in disagreement. Coloured women showed above average agreement at 49% and a below average 36% remained neutral with 17% disagreeing. Forty five percent of all designated White women

agreed, 39% were neutral and 16% disagreed. Females were less positive than males that there was equal support for initiatives between genders indicating a gap in the perceived level of support on a political level. African females felt most strongly about this. Male participants agreed at 57% overall showing that more females than males perceived an unequal distribution of support by gender. Fewer males had chosen to remain neutral at 30%, although still a high percentage. The 14% who disagreed was lower than those females in disagreement. The neutral values for males by race differed. Twenty six percent African males had remained neutral, 42% of Coloured males and 18% of all designated White males had remained neutral. African males agreed at 43%, Coloured males at 40% and White males at 75%. High neutral values may be the result of a fear of victimization recorded by both females and males. Alternatively, respondents may not have been aware of inequality in political support given the level of management they occupy. The perception all participating females held is depicted in Graph 32.

Graph 32: Female Participants - Equal Political Support For Initiatives Between Genders



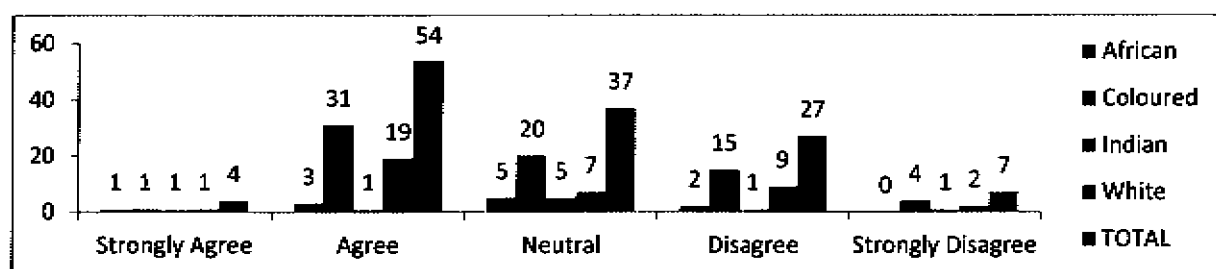
Access to support is a social-structural empowerment pillar, as is the access to information and resources. Each of these is intricately connected to the ability of individuals to develop through the opportunities to learn and in turn the leadership capacity that they are able to develop and provide.

The majority (75%) of all females believed that men and women have equal access to information. Fewer females (64%) in Senior Management Service didn't perceive access to information to be gendered. Forty percent of the disabled agreed that men and women had equal access to information. By race, 75% of all Coloured women, 73% of all African women and

82% of White women agreed. A relatively low 12% of all female participants chose to remain neutral showing greater certainty in the equitable distribution of access in information between genders. In comparison, 86% of all male participants agreed with the statement. Even though a greater number of females perceived that not everyone has equal access to information, most participants agreed that access was not gendered.

It was also important to understand whether or not there was any gender bias when it came to the allocation of additional staff where management felt it was needed, human capital being a resource critical to enhancing capacity should change and initiative require it. Gender biases, if any, indicates the conscious undermining of women's needs and ultimately their success, development and efficacy. When asked if men and women had equal access to additional staffing if needed, 45% of all females and 58% of all males agreed. Fewer females (41%) at Senior Management Service agreed and 60% of disabled persons agreed that they did. African males disagreed at 26%, in line with the female average. Coloured males disagreed at 18% and White males at 15%. Coloured males held the highest recorded neutral value at 33%, above the average for males. In Graph 33, the research presents the perception of all female participants in relation to the question of equality in access to additional staffing.

Graph 33: Female Participants - Men And Women Have Equal Access To Staffing



The question of whether respondents felt that men and women have different organisational values, relates directly to perceptions participants had regarding the difference between meanings shared within the organisation. The findings showed 36% of all females and 29% of all males agreeing. Forty one percent of females in Senior Management Service agreed and 40% of the disabled participants. Of all participating females, 36% had remained neutral and 26%

disagreed with the statement. In comparison, 36% of all males remained neutral and 36% disagreed. By race, African males agreed at 52% and African women disagreed at 55%. White female agreed at 45% and White males disagreed at 57%. Coloured males and females had remained neutral at 42% and 39% respectively. A greater number of women to men believed that value systems were gendered. More males believed that there was no difference which in itself indicates a difference in perception around organisational values. Given that most White males occupied higher management ranks and they disagreed at the highest percentage compared with females in Senior Management Services who agreed at the highest percentage, indicated that the greatest perceptive difference was felt in the higher ranks. A difference in value systems is important because it impacts on relationships in terms of work ethics and the motivations between genders.

Time as a resource is also an important factor in the ability of senior management to deliver on their objectives effectively. Research has found that women perceived greater time pressures in their working environments as they often carry a heavier burden of responsibility personally, affecting the time and focused energy they have within the working context. Respondents were asked if they perceived that both men and women have enough time to carry out their tasks effectively. The findings showed 21% of all females and 17% of all males disagreeing. Forty one percent of females at Senior Management Service level disagreed and 20% of all disabled participants. However, 46% of all women agreed that men and women have enough time to carry out their job tasks. A high 32% remained neutral coupled with the 21% in disagreement indicated a significant percentage perceiving a gender difference in the time available to complete tasks. In comparison, 58% of all males agreed, 25% remained neutral and 17% disagreed. It was in this question that a gendered difference of perception was revealed. Females generally believed that they were more time constrained than males.

Relational support has been shown to be critical to psychological empowerment principles such as meaning. It was thus important to ascertain whether support was gendered because discriminatory practice is often imbedded in the culture of organisations. The findings showed 70% of all females agreeing that they received sufficient support from the opposite sex, a

percentage shared by females at Senior Management Service level. Most participating males agreed at 82% and 60% of the disabled agreed. It was clear that males experienced greater support from their female counterparts than females do. This could be the result of a difference in the perception of what kind of support is valued by different genders. It could also suggest that gender stereotyping has resulted in less women being given developmental attention than men.

5.4.4. Training And Development

Access to the right kind of resources is critical to the empowerment of individuals. For example, the senior managers of the Provincial Government of the Western Cape require the kind of management training that allows them to maximize their effectiveness in their jobs. Training and development as a knowledge and skills resource could be dictated by the politics governing the immediate environment and/or the greater environment as is the case with the Affirmative Action policy. It was understood by the researcher, that perceptions motivate actions and depending on the feelings respondents had toward the Affirmative Action policy, the actions of decision makers may influence the political or cultural environment concerning training and development. The researcher posed questions relating to politics versus policy given the legislative parameters in which the provincial departments were bound. A highly political environment that dictates access to this resource means that those with power and influence are required to make decisions about who is afforded access to this resource in a public sector duty-bound to implement policy for the development of designated groups.

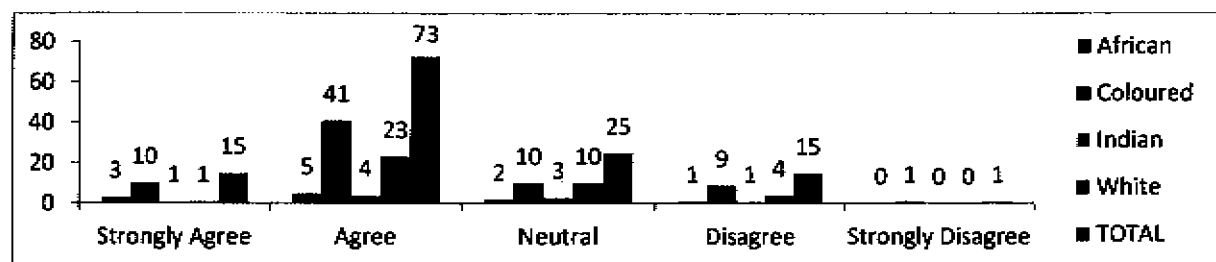
Firstly, the researcher sought to understand how participants perceived the use of their knowledge in the current roles. Coloured and White females formed the majority of females who disagreed that they were using all the relevant knowledge they have in their jobs. Of those that disagreed, 57% were designated Coloured women and 29% were designated White women. The data showed 74% of all females in agreement and those in Senior Management Service showed 82% agreement. Only 40% of disabled persons agreed. Only 12% of all women chose to remain neutral indicating that most were comfortable selecting a positive or negative

answer to the question of usable knowledge. The high percentage of Coloured women disagreeing, although not high overall, may be an indicator of the low level of challenge they indicated to experience in their jobs.

A greater percentage (79%) of all females believed they were increasing their knowledge in their current positions. Even more females in Senior Management Service (88%) agreed that their knowledge was expanding. The disabled agreed at 60%. Approximately 76% of all females, a percentage shared by those in Senior Management Service, agreed that they were developing new skills in their roles. The disabled agreed at 80% and only 9% of all women disagreed. This was important as it showed that growth was being felt among most participants, which corroborates the findings yielded in workplace challenge.

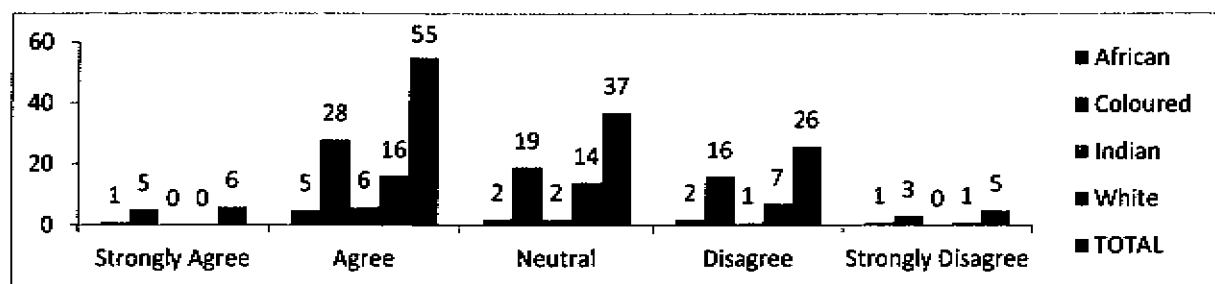
Training being perceived as relevant is important for employees because it impacts on the extent to which they are involved in the learning and utilise it in the workplace. It is also concerned with the meaning employees attach to it. The findings showed that 68% of all females perceived that the training they received was relevant to their jobs. Their male counterparts agreed at 59%. At Senior Management Service level, 53% of females agreed and 60% of disabled persons agreed. This suggested that a significant number across all groups were not finding relevancy in the training provided and so one could make the assumption that there was low involvement and low meaning attached for those participants. By race, 73% of African women, 72% of Coloured women, 55% of all Indian women and 90% of all White women agreed. This may suggest a mismatch in training decisions. The environment may dictate, without participatory processes, the training needs of individuals. Where individuals are not able to contribute to and influence their training and development, they are less likely to take ownership of the knowledge attained and be motivated by it. They may see it as a waste of time and become despondent in the lack of control they have in deciding on the direction of their development. The relevancy of training received for all females is depicted in Graph 34.

Graph 34: Female Participants - Training Received Is Relevant



Critical to the development of management specific capability, respondents were asked if they perceived that they received adequate management training. Forty seven percent of all females agreed and 51% of all males agreed. Seventy six percent of females in Senior Management Service agreed and 60% of all participating disabled persons agreed, indicating that greater focus was placed on higher ranking employees in terms of management training. High neutral values were recorded for females and males at 29% and 28% respectively for all participating. Twenty four percent of all women disagreed and 20% of all males disagreed. By race, African women agreed at 55%, Coloured women at 46%, White women at 42% and Indian women at 67%. Of those in disagreement, Coloured women scored 27%, White women 21% and African women 27% showing the lower ranks less positive about receiving the appropriate development in management capability. Coloured males made up the highest of those that disagreed with the statement at 25%. In addition, a significant number of designated black females believed that they received inadequate management training which aligns with opportunities to learn and grow within their environments. Legislatively, they should be first in line to receive adequate skills development and training and yet high scores were recorded in disagreement as well as high neutrality indicating uncertainty. In Graph 35, the researcher presents the findings yielded for all female participants regarding management training.

Graph 35: Female Participants - Management Training Is Adequate

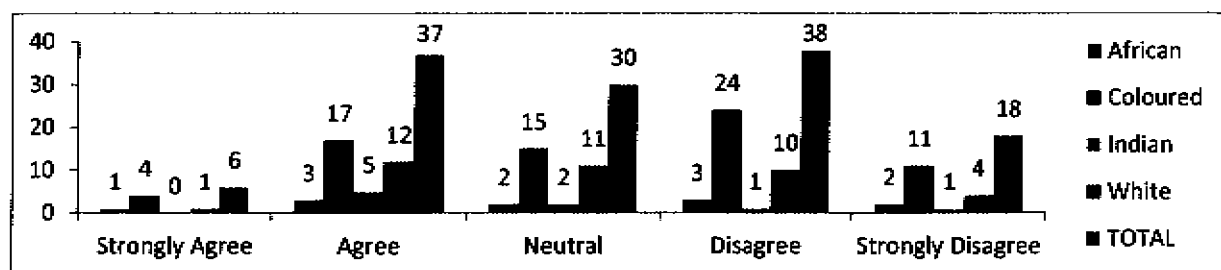


Fifty seven percent of all females disagreed that individual training and development was dictated by politics rather than policy and 65% of females in Senior Management Service. Twenty percent of all disabled participants disagreed. However the findings showed that 16% of all women were in agreement that training and development was dictated by politics and not policy. Coloured women presented below the average at 13% and White women above the average at 26%, suggesting that this may be perceived more in higher ranks. Twenty seven percent of all women had chosen to remain neutral and by race, all groups fell in line with the average. Indian and African women scored above average results at 67% and 64% respectively of those in disagreement. Even though those females in disagreement recorded low scores, the significant number who had chosen to remain neutral indicated that perhaps there was a knowledge and communication gap in terms of what departmental training and development policy entails.

Not often found within organisations as a formal system of development, research as shown that mentorship is useful for new recruits in that they often face uncertainty, alienation and intimidation coming into a new environment. Those with experience are able to afford new comers with knowledge and information critical to their integration. Mentors can also serve as examples of well-balanced professionals (Jenkins, M. 2005). Almost half of all female participants (43%) disagreed to having a mentor in the workplace that helps them grow. Coloured and African women disagreed at higher percentages than other groups. Females in Senior Management Service disagreed at 70% and an even greater percentage of the disabled (80%) disagreed to having a mentor in the workplace that helps them grow. Interestingly 33%

of all female participants agreed or strongly agreed that there was a mentor in place that helps them grow. There was also a high neutral weighting of 23%. For designated African women, 45% disagreed with the statement and 49% of Coloured women also sat on this end of the scale. The findings showed that designated females generally do not have access to this formalized structure of development. The scale proved to be more balanced for White women where 37% either strongly disagreed or plainly disagreed with 34% agreeing and strongly agreeing with the statement. Indian women however, had a slightly different perception to the other race groups in that 55% agreed that they had a mentor in the workplace that helped them grow. The “neutral” tendency for Indian and Coloured women was roughly on par with the total average neutral selection, however 29% of all designated White women and 18% of all African women opted to remain neutral in the answering of this question. A high level of neutrality was recorded for the question on mentorship. This in addition to a high general score of disagreement suggests that either the respondents have not had access to formalized mentorships or that they haven’t had experience with it at all. It was uncertain whether those that had agreed had themselves created the mentorship structure, given the positive contribution the structure is known to yield in fast-tracking individual development. It was however clear that for many; access to mentors was non-existent in the Provincial Government of the Western Cape. Presented in Graph 36 is the perception of all females concerning mentorship in the workplace that helps them grow.

Graph 36: Female Participants – Access To Mentorship That Helps Individuals Grow



The researcher further explored mentorship through the question of whether it is perceived to contribute to increased confidence as research has found it to do. The findings showed that for many the structure did not exist which confirms the 49% of all females who were neutral to the

statement on it giving them confidence. A high 37% of all males were also neutral to the question, a lower number of females agreed at 43% compared to 50% of all males in agreement. This left 8% of all females in disagreement and 13% of all males. Males seemed to be more positive about mentorship being a contributor to confidence levels. High levels of neutrality indicate that for many, mentorship did not feature in their roles. For females in Senior Management Service positions, 29% agreed that mentorship gave them greater confidence and 60% of all disabled participants agreed.

5.4.5. Performance

In order for employees to have impact they need to be clear of departmental objectives and perceive that the goals and objectives in their jobs are aligned. This is fundamental in employees perceiving that what they do shapes the outcome of the greater environment in which they work. The findings showed that 78% of all women agreeing, with 14% remaining neutral to being clear on what their departmental objectives were. Similarly, 79% of all men agreed and 11% remained neutral. This suggested that approximately 20% of all male and female senior managers were not clear about departmental objectives. This could be an important “gap” to close as it may influence the focus and direction of senior management activity. It could also impact on how they perceive their individual impact within the organisation all of which could negatively affect the planning and alignment of individuals to the organisation. Females at Senior Management Service level showed high agreement with 88% saying they were clear on goals and objectives at departmental level. Similarly, 80% of all participating disabled persons agreed.

Important to understand was the extent to which participants perceived that the goals and objectives of their jobs was aligned to those of the department as it reflects their perceived impact in the organisation. Encouragingly, 80% of all women were in agreement with the statement and 16% were neutral to it. A great number of males agreed (89%). Twenty percent of all females were uncertain about their individual job alignment with departmental goals and objectives. Participating males seemed to be more confident that the system in which they

work has aligned the work they do even though they display greater uncertainty in what exactly the departmental goals and objectives were. Eighty eight percent of females in Senior Management Service agreed that there was alignment between their jobs goal and those of the department in which they work. Similarly, 80% of the disabled agreed.

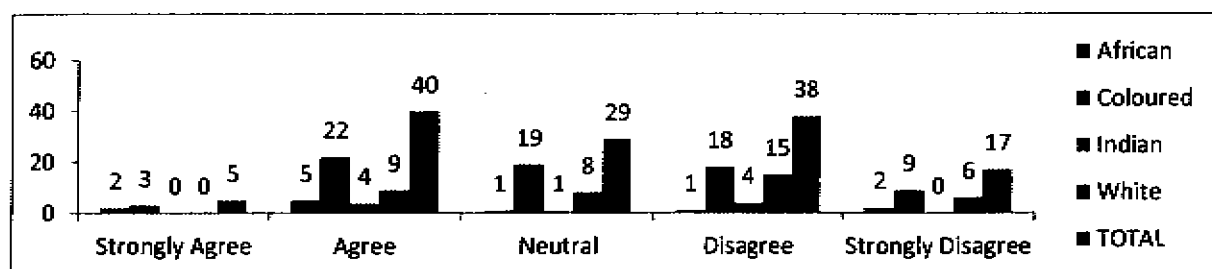
Fifty nine percent of all females agreed that they were in complete control of their performance. A relatively high 19% were neutral to the statement and 22% disagreed. African women recorded the highest disagreement at 27%. Sixty one percent of all males agreed, 20% were neutral and 18% disagreed. African males scored the highest in disagreement out of all participating males at 26%. Both African males and females recorded the highest in perceiving a lack of control over their performance. Sixty five percent of females in Senior Management Service believed that they were in complete control over their performance and 60% of all disabled participants agreed.

The researcher asked respondents if they were clear on what they needed to do to improve their performance. To this, 61% of all females agreed and 70% of all males agreed. African and Indian women record above average agreement. Sixty percent of females in Senior Management Service agreed and this percentage was shared by disabled persons. Depicted in graph 35, 25% of all women participating were neutral regarding the statement and 14% disagreed. It seemed to be clearer to African women at 72% agreement, what needed to be done to improve and less clear for White women who agreed at 45%. Only 38% of all Coloured women agreed with this statement compared to 89% of all Indian women who participated. Male respondents agreed at 70%, slightly higher than all participating females, and fewer were neutral at 19%. Only 10% of all males disagreed. White males showed the highest disagreement at 12%. Performance appraisals are the external control mechanisms in place to guide employees to improved performance (Law 2007). White and Coloured women found least value in the structure and this was confirmed by the low percentage agreeing that they were aware of what they need to do to improve their performance. This suggested that not all superiors were aligning their subordinates to increased performance. The difference between the

awareness males had on improving performance compared to females may indicate that preference was given to males in guiding development.

A significant 42% of all females disagreed that performance appraisals helped them become better at their jobs and 53% of females at Senior Management Service level disagreed. None of the disabled who participated in the study agreed to performance appraisals being a positive contributor to performance. Twenty two percent of the total number of female participants chose to remain neutral leaving only 36% agreeing that they did. By race, 35% of designated Coloured women agreed they did and 21% said they didn't with 14% choosing to remain neutral to the question. Only 24% of all designated White women perceived performance appraisals as a contributing factor to job improvement, 55% believed they did not help and 21% had chosen to remain neutral. African women held a different perception with 63% agreeing and 27% disagreeing. Designated Indian women had indicated a balanced view with 44% in agreement and 44% in disagreement. The performance appraisal systems and structures which exist in the Provincial Government of the Western Cape were generally unpopular among senior managers. Respondents generally found little value in them indicated by high disagreement and neutrality. This reinforces previous research done on the external control mechanism. Deming's (2000) work on the performance appraisal system showed it to be counterproductive in the way that it measured performance and seldom focused on improving it and therefore cannot be seen as a motivating tool. Further, variances noted was often systemic and not the result of individual performance. The perceptions female participants had regarding performance appraisals and performance is presented in Graph 37.

Graph 37: Female Participants - Performance Appraisals Help Improve Performance



In addition, the researcher posed questions related to individual power and control, and to affirm this considered the dependence employees had on superior's decision making in carrying out job tasks. This relates directly to impact and self-determination, the psychological empowerment pillars that influence individuals' motivation to perform. Power devolved is directly linked to trust between superior and subordinate reflected in the amount of ownership and initiative employees take in their roles including the confidence to take action. A large number of women (43%) believed that their ability to perform was dependent on decisions made by their superiors. Twenty percent were neutral to the statement leaving 29% in disagreement. A greater number of males participating (51%) agreed, fewer (16%) had remained neutral and 33% disagreed. The dependence employees perceived to have, both male and female, on decisions by superiors was generally high. This suggested that employees perceived a low level of control over their performance, perhaps a reason for the low value placed on performance appraisals. Fifty three percent of females in Senior Management Service agreed that their performance was dependent of their superiors' decision making. A significant number may, as a result, feel stifled in their ability to make decisions that will allow them to perform at the levels they desire.

Where access to support is linked to the enhanced performance of individuals, team-based activities have the potential to build relationships and encourage learning ultimately boosting performance. They also have the ability to increase the level of conflict as they amplify the level of engagement among co-workers. Having said this, the researcher posed a question to understand whether respondents believed team-based activities increased their performance. Almost half (47%) of all females agreed that team structured activities contributed to their increased performance. This percentage was shared by females in Senior Management Services. Of all participating males, 57% agreed and 40% of the disabled agreed. Of all women participating, 28% remained neutral and 25% disagreed with the statement. A higher percentage of all men (30%) remained neutral and 14% disagreed.

Support within the work context extends to team structured activities. Working within teams is considered a contributor to the building and strengthening of personal relationships among co-

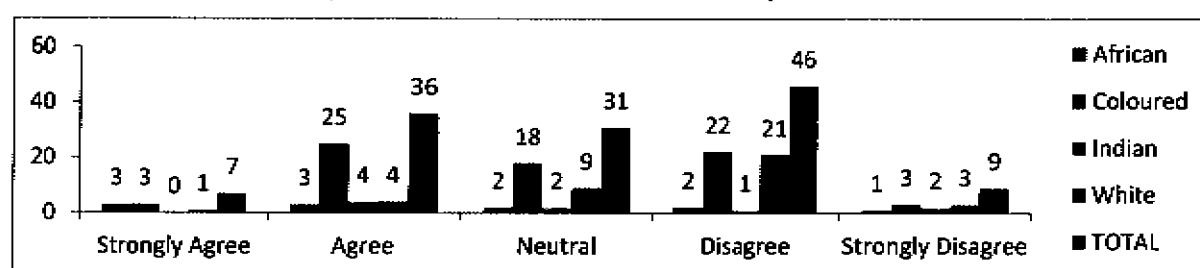
workers. It can be a space where trust is gained, but it can also be a place of concentrated conflict as the level of engagement is increased. An additional consideration is the learning environment created by team based activity. Working with others closely can contribute to increase knowledge in areas otherwise not engaged with. The interaction builds skills in relating, negotiating etc. Previously highlighted was the fact that performance appraisal systems often overlook team activity contributions aiming only to isolate efforts at an individual level. With these systems in place, individuals may see little value in being engaged in team activities. High neutrality was recorded for females. The reason for this may be that at lower management level, they may not experience too much team based work. Alternatively they may not see value in its contribution to their overall performance. More males agreed with the statement indicating that at the high management levels they occupy, more team work may occur, perhaps in the development of strategy for which they are accountable. The numbers recorded in disagreement may be as a result of the high propensity for conflict within teams, to which majority of females agreed existed between co-workers.

Employees of the Provincial Government of the Western Cape are also supported by an external environment which may or may not have a positive relationship to their outputs in terms of performance. Respondents were asked if forces outside of the department prevented them from attaining their required level of performance. In response, 17% of all females and 21% of all males agreed. Similarly, females at Senior Management Service level agreed at 17%. A greater percentage (40%) of disabled persons agreed. Sixty five percent of all female participants disagreed with the statement compared with 55% of all male participants. Eighteen percent of all females chose to remain neutral compared to 24% of all males. Although the forces were not specified, the scores recorded signify that men, more than women, experienced difficulty in their performance due to external factors.

The control employees felt they had over time may be a contributing factor in control over performance which has a direct link to self-determination. Having said this, 43% of all women didn't believe that they had complete control over their time to complete tasks, 24% had remained neutral and 22% agreed that they did. Higher than the average, White women

disagreed at 63%. Similarly, 45% of all males agreed, 22% had remained neutral and 34% agreed to the statement. An above average score was recorded for Coloured males in disagreement at 40% and White males at 57%, perhaps an indication of greater time control at higher levels in management. At Senior Management Service level, 17% of high ranking females believed that they didn't have control over time to complete tasks. For the participating disabled, 20% agreed and 60% were neutral. The data for all participating females is presented in Graph 38.

Graph 38: Female Participants - Control Over Time To Complete Tasks



Additionally, approximately 74% of all males and females felt that time constraints caused stress within their jobs and an even greater number of females (88%) in Senior Management Services felt this way. The disabled agreed at 80%. Males participating in the study showed at 74% agreement with the statement. Those women in disagreement amounted to 12% and of all males, 11% didn't agreed. The remaining 15% of men and women chose neutrality. Even though Females in Senior Management Services perceived greater control over time regarding their performance, the findings showed that time constraints create stress. The low percentage who had disagreed indicated that time pressures were felt across all designations.

A more specific question was posed on time constraints where the researcher asked whether respondents felt they had enough time in the week to carry out their tasks to which 39% of all females and all males agreed. A significant 65% of females in Senior Management Services and 60% of disabled persons felt they did not have enough time during the working week. Relatively the same amount of all women agreed (39%) as those that disagreed (41%) leaving 20% selecting neutral as an answer to the statement. Similar results were recorded for their male counterparts, where 39% agreed, 17% had remained neutral and 43% disagreed. White women

disagreed above the average at 53%, Coloured women below the average at 37% and African women at 36%. Indian women had recorded an even split of 33% of those in agreement, disagreement and neutrality. White and Coloured males made up the majority of those males in disagreement, Coloured males at 42% and White males at 57%. Even though research has shown that females generally perceive greater time constraints within the workplace. This particular study revealed that men and women alike were heavily constrained. This increases job stress and reduces satisfaction, and has implications for productivity and creativity within the working context.

Access to resources has implications for performance. Respondents were asked if they have access to additional resources when they are required to which 40% of all females believed that they do, 35% of females in Senior Management Service and 20% of disabled participants. A higher percentage of White women disagreed at 45% and below average number of Coloured women at 24%. Equally, 26% of White and Coloured women agreed with the statement and 45%, above average percentage, of African women agreed. Thirty three percent of Indian women agreed and 44% had remained neutral. Half of the females who participated agreed that they had access to additional resources; however the other half showed uncertainty or were in disagreement. The high neutrality could be as a result of the resources not being clearly defined in the question or as a consequence of females being uncertain as to which resources were available to them.

5.5. Conclusion

The finding chapter presented descriptive quantitative data from the study. The demographic profile of respondents was explored and information tabled where necessary. The researcher offered a written and graphic analysis of the findings using the empowerment principles in the study, initially for all participants by race and gender and then an analysis was made of females in Senior Management Services followed by disabled persons. The following chapter presents the conclusions and recommendations made by the researcher.

6. Chapter Six: Recommendations And Conclusions

6.1. Introduction

This chapter presents the final conclusions and recommendations of the study. It begins with conclusions that illustrate the situational context of the Provincial Government of the Western Cape aligned to the themes presented in Chapter 5. The recommendations made are based on the findings, conclusions, needs presented and literature on the topic. Further to this, future research considerations are brought forward and the Provincial Government of the Western Cape planning environment discussed relevant to empowerment.

6.2. Situational Context

6.2.1. Demographic Profile

By race and gender, the Provincial Government of the Western Cape had not reached representation as far as their commitment within Senior Management Services was concerned and vertical occupational segregation was still prominent for females at this level. White males generally held the higher ranks and African females the lowest. It was however clear that focus on females in management positions had been given which was seen in the number of females employed between salary levels 9 to 12. However, even greater push is needed to fill the gap that exists in the Provincial Government of the Western Cape's Senior Management Service category.

Females in senior management positions were generally better educated than males holding higher qualifications, particularly those in Senior Management Service. Given that females generally were better qualified than their male counterparts, it was not surprising that they, particularly those in lower ranks, presented low challenge in their jobs. Further, most females believed that they were not using all the relevant knowledge they had in their jobs, implying under-utilized capability. Where low challenge did not necessarily translate into task withdrawal, many felt paralyzed by what they were required to do. This suggested that job specifications need to be adjusted to include tasks of greater challenge that would allow for

higher levels of “work flow”. Low challenge may be the reason for senior managers finding little excitement in their positions.

Generally, males had a higher number of years’ experience in the departments they worked as well as in their specific roles than females did. Designated males had spent longer periods on average in their positions than White males indicating that White males were moving within their departments. White females held higher ranks than other females generally, however not much movement was indicated for most females in the last 5 years.

6.2.2. Relationship With The Job

Participants perceived great meaning in their roles. This was found for all groups identified and analysed. They believed that what they did in their positions maintained their integrity and was in line with their personal value system, however Coloured females in lower ranks were least likely to be excited about their jobs and African and Indian women, Coloured and White males were most uncertain about being excited about their jobs. This meant that generally, lower ranking females and higher ranking males were least excited about their jobs. In conclusion, the meaning participants presented to have in the relationship they had with their jobs did not extend to excitement for some groups.

Females in lower management ranks presented to value monetary rewards more than those in more senior ranks. Higher percentages of males were uncertain about the value they placed on monetary rewards. This was confirmed by the high numbers of all groups who perceived greater value of meaning in their jobs over other rewards. This showed that meaning in a working context was complex and differed between the various groups analysed. One example of this was seen in the way females in lower ranks gave greater value to monetary rewards than those in higher ranks. The importance of meaning in the working environment was highlighted by all groups indicating a need for a more in-depth understanding of what each group values and finds meaningful. Confirming the importance of this was clearly shown by the number of senior managers, particularly designated groups, who not only claimed that they constantly think about changing jobs as well as being highly likely to accept another opportunity should

one avail itself. This should be of great concern to the Provincial Government of the Western Cape legislatively bound to the development of designated groups. It was clear that job satisfaction was low and this posed a risk to the provincial governments' ability to retain designated staff.

A fifth of all female groups analysed were found not to be challenged by their jobs. This was truer for females in lower management positions as previously stated, however most agreed that their jobs were challenging but never beyond their capacity. The challenge perceived may exist periodically. Job challenge increased for females the higher ranked they were. All groups perceived that they were confident in their ability to do a good job and that it translated into being able to handle all tasks independently. However, high neutrality was recorded when asked if they often felt paralyzed by what their jobs required, particularly by females in Senior Management Service and the disabled. The lack of challenge perceived may be the result of high skills not being met with high challenge and the paralysis felt may be the result of employees not being motivated to engage in tasks that were low challenge. The findings showed that even though this was perceived it did not translate into withdrawal from tasks.

Females in lower ranks perceived themselves to have less discretionary power to make decisions affecting their job tasks than females in Senior Management Service; however the findings showed the power to make decisions was lacking for both males and females. The perception of power and control is theoretically linked to self-determination and trust, therefore one could deduce that females were perceived to be trusted less than their male counterparts and therefore disempowered in being able to determine the way they carry out their jobs.

Respondents generally felt that they were proactive in their roles although a quarter of females in Senior Management Service displayed uncertainty. Time constraints and job pressure may result in higher ranks being more reactive than proactive in their roles, however all respondents felt that they took the initiative in their jobs as well as ownership of their activities indicating that potentially leadership capacity was being developed.

White females in lower ranks were least aware of what was required of them in their jobs which may be the result of high role ambiguity. The confidence of employees knowing exactly what was required in their jobs was found to increase the higher the rank. Further to this, females generally felt that they didn't have access to all the information they needed to do their jobs effectively. This was felt more so by females in Senior Management Services than by others. Males were generally more confident than females in having access to information, and knowing exactly what is required in your job and access to information goes hand in hand. Information as a resource often serves as a structure for planning and implementation; it gives direction to activities and allows one to build unique processes that contribute to performance and personal well-being. Where there is lack of access to information uncertainty increases and job satisfaction reduces as employees feel less in control of their environments.

Just over half of all participants perceived that they did not feel empowered during a time of crisis, males and females equally. This was perceived to a greater degree by lower ranking females than higher, however higher ranks should not be overlooked in terms of capability in dealing effectively with crisis. This concerns employees ability to access various resources i.e. information and support. If employees had the power to mobilise the resources they needed or the individual capacity to manage time and people in a manner that would cost-effectively and creatively solve problems, then challenge and crisis would be easier to navigate. Where employees do not perceive they are empowered during a time of crisis, they are more likely to suffer job stress as a result of job strain which impacts all relationships surrounding the individual. This may also impact on the perception others have of the individual's competence should the individual not relay confidence in their problem-solving capability.

More females believed that what they do contributes significantly to departmental outcomes; however they were less inclined to believe that what they do shapes outcomes at departmental level. This was perceived by males too indicating that generally senior managers were not empowered by way of impact, the psychological pillar postulated to serve as an important element of high involvement environments having implications on other elements such as confidence and meaning. Even though respondents felt that they were proactive and took

initiative in their roles, the initiative shown would take on a transformative character should they perceive high impact in their environments. The confidence and motivation to be leaders and change-makers in their roles requires them to fully grasp how they impact the objectives and goals of the department. The fact that a significant number could not make the connection between what they do having impact in a broader context, suggested that initiatives taken were small-scale and incremental in nature.

Females were more likely than males to think about changing jobs constantly and even higher were the number of females in Senior Management Service who indicated that they constantly think about moving out of their positions. This poses a threat to the Provincial Government of the Western Cape in meeting their equity targets for female representation at Senior Management Service level. It showed that job satisfaction was low among all staff, but particularly for females. In this way, service delivery may also be affected through high turnover which was seen in the average number of years females held in their positions. Almost half of all female respondents, females in Senior Management Service included, presented that they would change positions should the opportunity avail itself. Disabled participants showed the highest propensity to leave their positions. Job retention is important, not only for planning, but also for operational stability. New recruits often need time to familiarize themselves with the formal as well as informal mechanisms that are unique to every environment. This adjustment period has the potential to slow productivity and so service delivery. Lower ranking females were isolated as high risk in job retention, which meant that not only were females generally more inclined to move positions, but designated black females too. This necessitates the establishment of formal mentorship structures with the Provincial Government of the Western Cape.

6.2.3. Relationships With Others

Perception of competence is linked to confidence in others as well as at an individual level. The relationship between superior and subordinate is important in the way that it impacts on feelings of competence. All respondents felt they were able to describe the working

relationships they had with their superiors as good, however this was less true for females in Senior Management Service. A perceived lack of confidence from superiors in abilities was felt by these females as well as by the disabled which has the potential to put strain on the relationship and have a negative impact on the possibility of self-determination. Strain on relationships at any level has negative implications for trust and job satisfaction.

Where subordinates perceived their superiors to have a lack of confidence in their abilities, one could assume that little trust is perceived in the relationship which may be cause for strain. Extending on this, significant numbers felt they did not have control over their performance related directly to their performance being dependent of the decision making of superiors. This indicated a need for greater devolution of power and control which is involved with the establishment of trust in the superior-subordinate relationship.

All senior managers indicated that they were lacking access to support from their superiors, particularly females in Senior Management Service. The type and extent of support needed was not provided by the data, but the need was clearly presented. This group also indicated that they often felt paralyzed by what they were required to do suggesting that it is necessary for further exploration into what they consider meaningful support to be so that they do not feel isolated in their roles and they are able to enhance their performance through the provision thereof. Collaboration and task support from line managers was indicated for lower ranking females as well as the disabled; however considering the fact that the disabled presented that they often felt paralysis by job tasks and low ranking females did not, suggested that collaboration with line managers did not necessarily alleviate the paralysis. This proved that there is a need for further exploration into the needs of various groups when it comes to support.

Concerning was that disabled participants revealed that conflict with their subordinates put strain on their relationships in terms of support. Among all groups, high levels of uncertainty suggested that senior managers could potentially need training and the human resources function support when it comes to managing conflict and building effective relationships with

colleagues in vertical as well as horizontal engagement. In addition, access to support was perceived by females to be gendered, that support for initiatives was more easily accessed by males than females. Further, females perceived to be less supported by the opposite sex than males did which showed that the Provincial Government of the Western Cape workplace culture may be discriminatory in terms of high level support which may permeate into access to support at an interpersonal level. It therefore becomes necessary to understand to what extent discriminatory support exists within the workplace.

Just under half of all participating senior managers presented that they were disillusioned by their superiors' incompetence or not willing to take a stance on the subject. This was truer for females than for males and has the potential to negatively impact on confidence, meaning, work load and task support. Where this is prevalent, employees are generally more dependent on the systems in which they operate and co-workers for support which the study had revealed was critical to senior managers in achieving their required level of performance. This further emphasized the importance of relationships among senior managers, particularly females as well as the reliance on structural elements i.e. access to information.

The sampling process had ensured that all respondents had at least one subordinate working under them. It was understood that management operated in a matrix-like relational environment which meant that their perceived level of empowerment would impact on multiple stakeholders and vice versa. Critical to the ability of a manager to perform is the relationship with their subordinates, where much of the implementation of their objectives is generally tasked. By gender, males as well as females were reasonably positive about their relationships albeit males having greater confidence than females. The participating disabled were the only group where a significant number presented that they could not describe the working relationship that they had with their subordinates as good. The disabled also indicated that conflict resulted in less support given to them by subordinates implying that the disabled, out of all groups analysed, had the most difficult time managing their subordinate relationships. It cannot however be overlooked that a fifth of all participating females were confident to agree that the support they received was reduced by conflict, a number shared by designated

males in senior management. Conflict was revealed to impact negatively on the support received by superiors. This perceived more so by females in Senior Management Service than lower ranking females, however the context cannot be ignored as it was felt by a significant percentage of all groups, including males. Conflict may be result of a myriad of causes, one of which may be disillusionment felt due to superiors' incompetence, which more females than males indicated to be true for them; and an even greater number of females in Senior Management Service perceived to be true. This links directly to low levels of task support indicated as a potential cause for the perceived lack of support received from superiors. It also suggested that there is a need for senior managers to better manage conflict as well as cope with it on a personal level. High neutrality to the question of disillusionment by the incompetency of subordinates showed that across all groups low confidence was indicated. This may negatively impact on trust, the potential for self-determination in the relationship and so leadership-driven management of subordinates. Least positive about the competency of subordinates were females in lower ranks. High levels of uncertainty displayed may also suggest that the management of conflict may not be sufficiently open and honest and therefore not easily resolved between superior and subordinate.

It is not without noting that literature has shown that environment's with greater diversity find a broader spectrum of values and meaning within the workplace, which demographic data yielded by the study showed to be true of the Provincial Government of the Western Cape. Meaning associated with trust is important in the empowerment process. The data revealed that trust and so meaning alignment was greater between co-workers than it was perceived in superior-subordinate relationships. Where trust is also linked to power and control, it has the potential to negatively affect individuals ability to self-determine and reduce feelings of competence as pillars of empowerment should relationships be lacking in trust. Given this context, it becomes critically important for a different approach to gaining insight into what individuals value, particularly in superior-subordinate relationships of the Provincial Government of the Western Cape. This was proved by the data where approximately half of all senior managers participating believed that they shared the same values as their co-workers. Alignment through meaning becomes increasingly difficult the larger the organisation as

diversity expands to include greater representation of race and gender as was the case in the Provincial Government of the Western Cape. Females in Senior Management Service presented to be less likely to see alignment and even fewer of the disabled. However, this did not seem to affect the confidence respondents felt from their co-workers in their abilities and competency. Trust displayed in the confidence participants felt from their superiors when asked the same question indicated that relationships with co-workers existed in greater trust than that of superior-subordinate.

Females presented, particularly those in higher ranks, that they were concerned about the ethical conduct of their co-workers. This meant that senior managers were discontent at this relational level as well, indicating that meaning and values were diverse affecting multiple relations within the working context. Encouraging though was that senior managers were positive a potential for change in behaviour at this level. Herein lays potential for greater communication and insight development around meaning and values. In addition the diversity, brought by the Affirmative Action Policy, was thought to negatively affect culture and given that the perception was racially slanted provides great impetus for common ground in values to be found and built upon between groups. Generally, females relayed greater discontent when it came to questions relating to meaning and values presenting that the disconnection within the provincial government was racial as well as gendered. This was confirmed by the significant number of designated groups and those in Senior Management Service perceiving that there was a gender difference in organisational values.

Information sharing between co-workers showed to be critical for participants' efficacy in their jobs. This was truer for females and African groups who presented the greatest reliance on co-workers for information. Females in Senior Management Service and designated males also showed significant dependence on co-workers for information. Males presented high neutral scores overall to the statement which suggested that many were not willing to take a stance on how dependent they were on co-workers. Interestingly, even though most groups said that their reliance on co-workers was high, just under half of all females, comprising White and designated Coloured women, claimed that it was not easy accessing information from co-

workers. Even less positive were females in Senior Management Service. For those groups dependent on the information sharing of co-workers and not finding it easy, the amount of time spent accessing information may be a contributing factor to job stress where relationships fail to provide the necessary resources to ensure individual efficacy.

Senior managers expressed greater confidence in higher ranks when asked if they knew what was required of them in their jobs. This being a prerequisite to the ability to perform is of concern as it indicates a need, particularly in lower ranks, for better communication of requirements. This finding was supported by the fact that females, more than males, felt that they did not have access to all the information they needed to do their jobs effectively. Alternatively, the uncertainty may have resulted from their environments needing them to carry out tasks different to those specified in their job descriptions. Uncertainty at this level reduces confidence and so perceptions of competence which may impact on performance and the development of this designated group. Additionally, a lack of access to information may be cause for females' uncertainty in being proactive in their roles; it may produce a more reactive orientation toward their work.

Relationships in the workplace can either increase or decrease levels of job satisfaction. The findings suggested that superior-subordinate relationships lowered job satisfaction for designated groups. In support of this claim, all participants perceived that they lacked support from their superiors and females more than males presented feelings of disillusionment in their superiors' incompetence. Similarly, superiors showed high uncertainty in the competency of subordinates. Concluding, the superior-subordinate relationship lacks in trust and adequate support, herein lays a need for greater emphasis on building rapport for the sake of maximising the potential at each level.

6.2.4. Workplace Climate And Culture

The effect of employees being disempowered by way of access to support is low confidence which not only impacts on performance, but a workplace climate that is not supportive does not necessarily encourage a change-oriented mindset. Many participating senior managers did

not believe they got all the support they needed in their jobs. This was felt more so by females and the disabled. The groups who felt most unsupported by race and gender were Indian and White females as well as White males.

The perception of being overloaded due to the incompetency of superiors was felt mostly by females in Senior Management Service. Overall, the perception was held by approximately a fifth of all disabled, male and female participants. However a more likely cause of overload was revealed to be as a result of vacancies not being filled within the various departments. The disabled and females in Senior Management Service perceived this the greatest.

Access to the human resources function was indicated by all groups to be difficult to attain. Where this was perceived, senior managers may as a result be feeling overloaded and unsupported in their roles. This resource is important as it has the potential to alleviate job stress. It can serve as critical in the effective mediation of conflict and provide senior managers with the appropriate tools for problem solving in an environment where conflict, the fear of victimization and sabotage had been isolated as characteristics of workplace culture. Without appropriate levels of access, these characteristics may thrive. If senior managers were feeling unsupported by the human resource function, they may not have felt comfortable in seeking recourse for discriminatory practice. The human resources department has the potential to create an environment of inclusion and seek to align the individual needs with that of the organisation. Where senior managers indicated that access to this function was difficult, one could conclude that they found it equally as difficult to find alignment between their personal value system and that of the organisations, the latter of which had been revealed through the data. Females were less certain about the values of the department in which they work than males were. The lack of certainty was found in lower ranks rather than in Senior Management Service and fewer respondents overall perceived they shared the values of the organisation than those who felt they were clear on what the organisational values were. The potential result is that groups uncertain are less likely to find alignment between personal meaning and the organisation.

Recognition for a job well done was felt by approximately half of all male and female participants. The numbers presented lower for females in Senior Management Service and even less for the disabled. In conclusion, a lack of perceived recognition by designated groups reduces job satisfaction and increases the risk to the Provincial Government of the Western Cape in retaining them.

Only a fifth of all disabled participants believed that it was easy to obtain information in their working environments. Theoretically, this suggests that they were most uncertain in their roles. It cannot however be discounted that only half of all male and female participants perceived that it was easy, meaning that the working environment was uncertain for a significant number of senior managers. Respondents, particularly the disabled, females in Senior Management Service and designated Coloured women, perceived that access to information was unequal. Generally, females felt this more than their male counterparts.

Conflict between co-workers was recorded an element of workplace climate as well and was perceived by all groups; by females more than males. Considering race and gender, it was White and Coloured men and women who perceived this to a greater degree.

Regular sabotage of work was another characteristic of the Provincial Government of the Western Cape working environment. Even though there were more participants neutral than in agreement, White and Coloured females as well as African males perceived this characteristic to exist the most. Although uncertain on what level or how this occurs, the perception of malicious damage to the product of another is cause for concern as it highlights grave mistrust in the working environment. It impacts negatively on the perception others have of the work produced by individuals and so becomes a hindrance to their professional development. This suggested that there was a need for awareness around workplace sabotage and recourse to be built into the system policies for those affected. Workplace sabotage is linked to the fear of victimization which was presented as a characteristic of the Provincial Government of the Western Capes' working environment. It presented as truer for Indian and African females as well as African males; however significant numbers were recorded across all groups. If there is a

direct link between workplace sabotage and the fear of victimization, then trust, confidence and so competence, as a pillar of empowerment, is affected. A supporting finding was that respondents felt there was a perceived gender difference in the confidence displayed in carrying out tasks. Previously alluded to, perceived confidence is linked to perceptions of competence which becomes critical to the development opportunities designated groups are afforded and entrusted with. Further to this, respondents felt there was a gender difference in impact on outcomes. This isolates gender bias and possible discriminatory practice based on the perception that impact is gendered. Greater awareness on the potential impact of discriminatory practice at individual and organisational level is needed to balance perceptive bias based on gender which may be contributing factors in workplace sabotage and the fear of victimization as perceived characteristics of the Provincial Government of the Western Cape's working environment.

Concerning transformational thinking, more females than males recognised the importance of change within the department, even though both genders were positive towards it. Females in Senior Management Service as well as the participating disabled were most pro-change out of all groups. Parity was shown in how both genders perceived their structural environments in relation to change with more than half perceiving bureaucracy to impede change. This was felt less by higher ranks and the disabled. High neutrality recorded implied that both male and females respondents were uncertain of the link between a bureaucratic environment and change, where literature has shown the two not to have a positive relationship to one another. Females in Senior Management Service and the participating disabled were least likely to believe that the standard operating procedures characteristic of their environment promoted conformity. Generally, males and females alike perceived there to be space for a more unconventional approach to achieving objectives, however many presented as neutral reiterating that for all groups there was a gap in understanding the link between an innovation and change-oriented environment and bureaucratic, standard operating procedure-driven environment. This was shown in the number of females in Senior Management Service who revealed they were more likely to push boundaries in their environments than challenge the

status quo indicating an incremental shift-orientation as opposed to a change and innovation driven mindset.

Females were less inclined than males to perceive their working environments as one in which initiatives were encouraged. By race, African males and females felt this least true out of all race groups suggesting that a culture of initiative-taking was less prevalent at lower levels of management. The participating disabled and females in Senior Management Service were most positive about the culture in this regard. Further to this, African females reported to a greater degree, that hierarchical structures were a reason for initiative being discouraged. The disabled were least perceiving of this.

Where trust in the workplace has strong links to initiative taking, most males and females perceived that they were trusted. African males were least likely to feel like they were trusted to use their initiative in their roles and the disabled presented as the most likely. In line with the scores yielded with respect to being trusted to use initiative, most respondents felt they were trusted to decide the best way of carrying out their jobs, however less able to make decisions that affect their jobs. In this way, respondents revealed that the power and control they had in their positions was limited.

Females were less likely to perceive that they were included into decision making over and above their jobs than males were; however females in Senior Management Services felt they were, meaning that males were more empowered through higher level thinking and only females in higher ranks were included into the broader context and therefore able to recognize the link between what they do and the greater environment. An environment where taking on more responsibility is encouraged had a gender as well as a racial slant in the study. In particular, White males and females in general perceived themselves in such a workplace culture more than other groups. White males were more likely to be found in Senior Management Service which suggested that gender discrimination existed as additional responsibility did not translate into equal gender representation at all levels of senior management. Concluding, females in lower ranks and the participating disabled were less likely

to see the impact of what they do in the organisation. In addition, they were least likely to be in an environment where taking on more responsibility is encouraged.

6.2.4.1. Affirmative Action Policy

Males and females were equally positive about the effect of the Affirmative Action Policy on culture within the various departments. The results also showed that perceptions held a racial slant, where White groups were least positive. However the majority of all groups revealed that they were either uncomfortable taking a stance or negative about the policy's impact. This suggested that most senior managers were not inclined to be very positive, least of all White groups. With the policy generally perceived as negatively affecting the working environment and higher ranks most discontent, one has to consider the potential for such attitudes to permeate through the hierarchy maintaining the level of negativity.

Races groups were also divided on whether the Affirmative Action Policy was a threat to service delivery and negatively impacted on departmental performance. White groups were mostly agreeable and African groups the least. Generally, high neutrality recorded for all groups showed that senior managers were reluctant to take a stance on the question. This implied that the diversity which the policy is intended to bring into the Provincial Government of the Western Cape, had not received "buy-in" from all race groups. Trust in the capability of co-workers seemed to exist to a greater extent than that which existed between superior and subordinate. This may be cause for the lack of confidence felt by senior managers in the performance and service delivery of the departments. Inconsistency in meaning and values previously alluded to may also play a part in the confidence senior managers have in their co-workers.

6.2.4.2. Perceptions On Gender

The literature had shown that environments where taking on greater responsibility is encouraged, is good for providing employees with the opportunity to learn and grow in the workplace. Where this was true for only a certain few provides the Provincial Government of

the Western Cape with the imperative to make sure that all racial and gender groups receive equal opportunity to learn and grow within the workplace.

Further to this, it was males, females in Senior Management Service and the disabled that felt most that the opportunity to learn and grow was gendered and that a “glass ceiling” existed for females in the workplace. Therefore, it becomes critical to ensure that the workplace is devoid of gender and racial discrimination as disgruntled employees are more stressed and more inclined to leave affecting performance and service delivery.

Discrimination was perceived to exist for more males than females when confronted with the question of being afforded the same opportunities as the opposite sex. Comparing females in the various ranks, those in Senior Management Service were less positive about the proposition than those in lower ranks. The literature showed that where perceptions exist, reality is created. Therefore, a significant number of the sampled population of senior managers perceived gender discrimination in terms of opportunity. The disabled, out of all groups, showed the greatest confidence in their response which was that they did not believe that they had equal opportunities in career development as the opposite sex. Further to this, high ranking females perceived to a greater degree than other females that a “glass ceiling” existed for women in the workplace. Males were less inclined to perceive this to be true. . It was also high ranking females who also agreed to a greater extent that it was departmental politics which favoured the professional development of men over women isolating workplace culture and climate as a reason for discrimination. It could also be assumed that the ‘glass ceiling’ may be promoted as a result of the perceptions had around equal opportunity.

Where respondents were initially asked whether they perceived career development as gendered, it should be noted that awareness around the Affirmative Action policy and the prioritization of designated groups, may be reason for the agreeability of respondents to the question, however, the existence of a “glass ceiling” perceived by females should be cause for concern as it contradicts the efforts of the Affirmative Action Policy. It also isolates discriminatory practice in the workplace, that which is entrenched in the culture of the

environment, an informal structure of marginalization. In addition, males perceived that they received more support from the opposite sex than females did. The participating disabled felt least supported by the opposite sex than other groups. Given the lack of support and discriminatory practice recorded from females, it is not surprising that females feel less supported by males.

There was a gender difference in the way males and females' perceived equality in the confidence men and women had in carrying out their duties. Although not specified which gender was seen as more confident, it showed that a lack of trust as well as possible discriminatory practice should be considered as potential cause for unequal displays of confidence in carrying out duties. This is important as confidence is directly linked to perceptions of competence and so trust. The findings proved this as it revealed that there was a difference in the way males and females perceived the impact that both genders had on outcomes. Females, particularly those in lower ranks, perceived to a greater degree than their male counterparts, that there was unequal impact on outcomes between genders. This showed that there was a difference in the level of trust and confidence between men and women.

The perceived lack of impact perceived by lower ranks, particularly females, may be due to the fact that they revealed they were least likely to be included into decision making over and above the scope of their jobs. This was believed to be the case by disabled participants as well, yields disempowerment by way of impact. There is a need for lower ranks to be included into decision making over and above the scope of their jobs, a more inclusive environment to be built that has greater levels of trust and the devolution of power and control to this designated group. The perception females had about lacking discretionary power may be linked to perceptive gender bias and potential discriminatory practice. All respondents revealed that power and control was limited to deciding the best way of carrying out their jobs and most felt they were trusted to use their initiatives. This indicated that a certain level of autonomy did exist, however females felt less able to make decisions than males did.

Political support for initiatives that is devoid of gender bias implies that the working environment has trust and confidence in both genders. At this level, discrimination in access to political support was perceived mostly by females in higher ranks; however White males were most agreeable that access to support was equal. Overall, females were more likely to perceive unequal support than males.

Further to this, senior managers were less comfortable to agree that access to staffing was unbiased. Females, more than males, were less positive about having received support through staffing. This indicated that they perceived that their capacity was less likely to be enhanced when required than if their male counterparts required it. This limits the capability of females. Herein lays a need for further exploration into its parameters. Generally however, senior managers were highly uncertain about their access to resources, which proves that they were either limited in access or they knew little about how to access the resources they needed in order to enhance their performance. Concluding, better communication in resource access was needed, a more inclusive relationship with the human resources function would serve the department as well as individuals and greater flexibility in the system could see senior managers enhance their performance through the provision of resources that allow them to be creative, initiative-taking and innovative in their roles.

The findings revealed that access to information was gendered, that females felt they had less access than males did. This pillar of empowerment is important as it enables employees to work effectively and efficiently. It also has the potential to be a tool that promotes and encourages innovation. It therefore becomes necessary for the information environment to be further explored to ascertain which barriers senior managers face when attempting to access the information they need to be effective in their jobs. Proper access allows employees to adapt to change when it arises, problem solve as well as enhance their performance through understanding the broader context in which they work. Where the data showed that access to information was gendered, suggested that discriminatory practice was disempowering women through this critical pillar. A significant number of males and females perceived that there was a gender difference in organisational values. This was felt mostly by females in Senior

Management Service and by disabled participants. The greatest perceptive difference was felt by higher ranks showing that motivations and value systems were felt to be important at that level. In addition, females presented that they were highly dependent on their co-workers for information, yet another gender slant in information access. If the structural environment did not provide women with the information they needed to do their jobs effectively, it is not surprising that they were dependent on co-workers for it. Reliance on co-workers for information was indicated by all groups, suggesting that the information systems in place were not sufficient for their needs. The ease of access to information from co-workers was found to be harder for women than for males, providing that the potential for discriminatory practice at this relationship level was there. Therefore, in order to reduce uncertainty in the workplace for all groups, a greater understanding of the information system barriers is needed, that which exist on a systemic level as well as relational. One example was that basic information such as clarity on departmental objectives was shown to be lacking among senior managers.

6.2.5. Training And Development

Those most of the opinion that they were not using all the relevant knowledge they had in their roles were designated White and Coloured females. A significantly low percentage of the participating disabled, even less than females participants also believed they were not using all the relevant knowledge they had in their roles. This implied that these groups may have felt that their roles were under-utilizing their capability. Further, this perception may cause low involvement due to low challenge. Encouraging though was the high percentages of males and females perceiving that they were increasing their knowledge in their positions. Least positive about knowledge expansion were the participating disabled.

Most positive about training being relevant were lower ranking females. Those in Senior Management Service were least positive and just over half of all males and the disabled agreeing that it was. This should be of concern to the Provincial Government of the Western Cape as employees who perceive little value often attach little meaning and so appropriate levels of “buy-in” and high involvement in training processes could be lacking. Further to this,

low involvement impacts on the utilization of the learned material and thus it becomes an under-utilised provision and so a liability to the training and development budget. Having said this, females in Senior Management Service were most positive about the management training they received being adequate compared to females overall. High levels of disagreement and neutrality overall suggested that many senior managers lacked trust in the training and development programme. A focus on higher ranks in terms of management specific training also showed that lower ranks perceived they were not capacitated for upward movement. This may contribute to the lack of trust participants presented to have in the performance management system. Concerning was that a quarter of all White females participating believed that training and development was dictated by politics rather than policy. High neutral scores overall indicated that certain groups may have perceived discrimination to exist in the decision making around training and development or that there may be a knowledge and communication gap in the detail of departmental training and development policy. This was indication of training and development decision making devoid of participant engagement. Herein lays a need for all groups to participate and so take ownership of their training and development within the various departments

One way in which the misalignment between individual value and organisational prioritization affects performance and service delivery is through the perceived relevancy of training and development. Similarly, participants revealed that they found little value in the formalized performance management system. They were not confident about its ability to improve their level of performance suggesting that senior managers had little trust in the structures intended to facilitate their development. If senior managers found that the system was aligned to what was meaningful to them on an individual level there may be greater support and higher levels of involvement in organisational structures. However, it should be noted that a potential reason for a lack of trust and “buy in” may be that the performance management structures themselves disempower.

With just under half of all females and the majority of females in Senior Management Service perceiving that they did not have a mentor in the workplace that helped them grow, it could be

assumed that generally this system of development had not been formalized within the Provincial Government of the Western Cape. Indian and White women however were most positive suggesting that where it did exist and the disabled were most negative about the structures potential to help them grow. Mentorship seemed to be an informal structure accessible to a few groups, however it has been shown to fast-track the integration and development of new recruits and seems a fitting tool for the Provincial Government of the Western Cape to utilise among senior managers in aid of the Affirmative Action policy.

6.2.6. Performance

Where clarity on departmental objectives is critical to performance from a planning, implementation and evaluation perspective, of concern was that approximately a fifth of all participating senior managers were unclear of what their departmental objectives were. This increases the possibility of misdirected planning and budgeting. Additionally, a significant number of employees could be unaware of the impact of what they do on a broader level, meaning they were less inclined to be empowered by way of impact. A greater percentage trusted that the objectives of their jobs were aligned to the department's objectives; however the lack of clarity revealed has the potential to impact negatively on the levels of initiative, change and innovation within the departments. It may even reduce the level of innovation as a lack of access to this information may decrease the confidence employees have in making innovative changes; alternatively, if changes are made they may be misdirected reducing the impact the service delivery environment could have.

African males and females recorded the highest scores in perceiving a lack of control over their performance. However, significant numbers overall were not positive about the control had over their performance. Where power and control has direct links to trust in the devolving thereof, the lack of control generally perceived was confirmed by approximately half of all respondents who perceived that their ability to perform was dependent on decisions made by their superiors.

All participating groups indicated that they did not feel empowered during a time of crisis. Even though the elements of their disempowerment were not specified, they perceived that there was a lack of agility in the system and that not always did they feel like they were positively impacting on their environments. The need identified was that the contributing factors hindering the adequate response to crisis should be explored in order for the system to facilitate senior managers' need to adapt to change in their environments. Encouraging was that all respondents believed they took initiative in their positions and ownership of their activities suggesting that leadership capacity was being developed, however this was limited. One contributing factor may be that senior managers in general revealed that they have a limited view on how they impact the departmental outcomes. Where they perceived they contribute significantly, they did not feel they shaped their environment. Herein lays a need for senior managers to be provided the opportunity to learn and understand the broader context so that the initiative they take produces more transformational rather than incremental results.

Time management was revealed to have a negative relationship to performance where just under half of both males and females felt they didn't have control over the time they had to complete tasks. The groups who perceived least control over their time were White males and females. In addition, the perceived lack of control over time was revealed by the majority of all participants to cause stress within their jobs. This was felt to a greater extent by participating disabled and females in Senior Management Service. In fact, more than half of both males and females perceived that there was insufficient time during the working week to carry out all their tasks. Given that time constraints had been believed to cause stress and impact on performance, it begs the question of how many senior managers were working additional hours to compensate for the lack of control over time. Concerning was the significant number of females in Senior Management Service uncertain of whether they were proactive in their roles. The findings revealed that time constraints may be cause for them to be reactive rather than proactive. Additionally, inadequate management of time was revealed to have a negative relationship to performance and be a cause of job stress. Where a proactive orientation is more likely to build confidence in individuals, a role that does not allow for this may reduce confidence. Once again, the job specification as well as the formalized processes of the working

environment would need to be examined to determine what would encourage and allow for employees to engage in a proactive orientation. A need identified through the findings was that of time management capability, the ability for senior managers to make time work for them.

Another factor to consider was the extent to which senior managers felt overloaded in their positions. Perceptions of overload were felt as a result of superiors' incompetency as well as due to vacancies not being filled with the departments. This may be the cause for senior managers perceiving low impact and being time constrained. Where females in Senior Management Service and the participating disabled perceived this the greatest, one could conclude that they felt most pressure and least impact in their roles which affects meaning, confidence and ultimately job satisfaction. Given this, it was not surprising that these groups were most "pro-change" within the departments.

Even though females in Senior Management Service were more positive about performance appraisals helping them become better at their jobs, the general consensus was that they did not. The participating disabled were least confident about its link to performance. Most positive were African females which corroborated the findings that showed them to be the group most clear on what they needed to do to improve their performance. Given that African females held lower ranking positions in the final sample suggests that performance appraisals were more likely to be effective for lower ranks than others. African females also presented to be most confident about having access to additional resources when the need arose even though just under half perceived this to be true. Respondents were generally uncertain about the access they had to additional resources, which suggested that they were uncertain about their ability to enhance their performance through its utilization or they were uncertain about which resources were available to enhance their performance.

6.3. Recommendations

6.3.1. Further Research

The researcher identified a need for further exploration into the various themes which came through in the findings of the study and are offered as factors for further consideration under

the pillars of empowerment brought forward. It is highly recommended that further research take place in the form of a qualitative research study as it is necessary to retrieve more textured data on key elements revealed in the study. Utilizing the same population, key informants and focus groups must be sampled by department, designation, race and gender to ensure the validity of further research is maintained. An empowering environment is one in which individuals, teams and workplace culture promotes the following principles:

6.3.1.1. Meaning

A number of important elements were connected to the empowerment pillar of meaning as the individual in any working context is connected to their roles and others from a micro to a macro level. The following factors are recommended for future research:

- Job satisfaction;
- Trust;
- Reward systems;
- Ethical conduct;
- Diversity and culture;
- Gender and organisational values;
- Training and development; and
- Performance Management Systems.

Job satisfaction is somewhat of an overarching drive for any organisation wishing to retain talent and maximise productive output. Every organisation is unique and therefore blanket approaches to ensuring job satisfaction become less impactful when adopted. As the findings have shown, there are a number of important considerations in the Provincial Government of the Western Cape, considerations that have been shown as potentially disempowering in the workplace. By gaining a more in-depth understanding of what senior managers believe promotes or constitutes as barriers to job satisfaction, actions can be taken to improve or change where there are limitations and opportunities in the working context. An additional benefit here is that employees feel included and the organisation is able to better align individual needs to those of the Provincial Government of the Western Cape. Through participatory action such as this, the organisation increases the likelihood of

employee “buy in”, which is an important factor in output and performance. The concept of employee “buy in” and inclusion has its foundation in trust, another element of meaning shared and created between individuals and the working environment. Where the findings revealed trust to be critical in the development and maintenance of superior-subordinate relationships as well as those between co-workers, further research would help the Provincial Government of the Western Cape isolate those relational characteristics which enhance reduce trust. This would allow for actions and measures to be built into the working environment that produce a positive workplace culture, one in which impetus is given to the alignment of meaning and trust.

One way in which meaning is misaligned is through diversity. Different cultures, race and gender in one working context means an eclectic workplace in which trust is potentially affected. Diversity is characteristic of the Provincial Government of the Western Cape and the findings of this study showed it to have implications in the way certain groups are perceived. These implications may be negative or positive which is why a qualitative study is necessary to ensure that senior manager’s perceptions do not produce a culture lacking in trust and opportunity for certain groups, that perceptions of diversity are healthy and contribute to a positive climate rather than a negative one. This is important for understanding root-cause in discriminatory practice.

A more specific example was shown in the value different groups attached to reward systems. By allocating importance to individuals’ motivations for staying in or leaving a position or environment, the organisation is better equipped to be proactive when it comes to job satisfaction and employee retention strategies i.e. reward systems. Where this is a formalised system in every workplace, further research allows for the Provincial Government to explore the potential of more informal mechanisms, like recognition, as a job satisfaction tool. In addition, a qualitative study will highlight not only the differences between groups, but also similarities, that which may be turned into opportunity where potential threats are found.

A benefit of a qualitative study is that it includes the knowledge of employees in the workplace. The process of acquiring this information may also serve as a boost to employee morale as people naturally seek inclusion. One way in an inclusive process may benefit the

Provincial Government of the Western Cape specifically is in the area of training and development. In order to ensure that training and development opportunities are adequately supported by employees, they have to find their learning as meaningful. The fact that many did not perceive it to be relevant means that further exploration is needed to detail why this was the case. There may be elements of the system i.e. decision making, where employees may feel they could be included more. Alternatively, they may have ideas on how career development planning may suit the environment better, or be a better fit to organisation and the individual. Further to this, the lack of faith in the Performance Management System means there is an opportunity to gauge the pitfalls of the system causing senior management to perceive that it does not benefit their performance.

6.3.1.2. Competence

The perception of competence is both intrapersonal as well as interpersonal. Each relational level affects the performance of the individual. The elements brought forward in the findings relating to the empowerment pillar of competence were:

- Job challenge;
- Confidence;
- Proactive vs. Reactive orientation;
- Time management;
- Information access;
- Interpersonal relationships;
- Sabotage; and
- Gender and impact.

Where low levels of job challenge and paralysis were found in what the job required, it becomes necessary to understand the way in which the job specification may play a role and/or if senior managers feel under-utilised in their roles. Further exploration may yield critical information needed to maximise the capability of staff in order to promote a high involvement environment.

As previously highlighted, the link between confidence and competence has been proved to be a major player in the workplace. The extent to which this was the case for the senior

managers of the Provincial Government of the Western Cape, was not specified clearly enough in this study, although the link was proved to exist. An investigation into these dynamics would serve to isolate the relational dynamics that promote confidence and those which are disempowering. All of the aforementioned have a critical link to trust, meaning and the ability of individuals to self-determine.

Time management or the ability to manage time effectively was proved to be somewhat elusive to very many senior managers. They were clear that they found it a difficult aspect in their working environment and also stated that it impacted on their performance. The Provincial Government of the Western Cape should investigate this as the number of senior managers experiencing a lack of control over time could be impacting performance on a much broader scale. On a personal and individual level, it is specified under the psychological empowerment pillar of competence as feelings of being out-of-control in the work context has been shown to reduce confidence levels. This has the potential to increase job strain and affect employees' well-being as well as their ability to meet their objectives.

Time is considered a valuable resource and so is the access people have to the information they need in the workplace. Timely and sufficient access to information also has the ability to boost confidence and enhance performance. However, senior managers have insight into the relational and systemic barriers to the ease of access which a qualitative study would provide. Further to this, more in-depth knowledge on workplace uncertainty and its level of impact on the individual and the environment would isolate the strengths and weakness of information sharing. Examples of barriers brought forward in the study were that of gendered information access as well as workplace sabotage. Access to information may very well be linked to discriminatory practice where both impact and confidence were perceived to be gendered. Similarly, further investigation would serve those victim to workplace sabotage in the form of rational knowledge on which to base policy amendments.

An overarching benefit of further research is that through adequate investigation and change action, the Provincial Government of the Western Cape, may bring about a more pro-active orientation in their senior management staff as opposed to the reactive orientation which this study had proved to exist.

6.3.1.3. Self-Determination

The key elements featuring under the empowerment pillar of self-determination were:

- Decision-making; and
- Training and Development.

This study showed the importance of understanding the nature of decision-making in the workplace, the power and control dynamics associated with it and the potential barriers it brings for individuals ability to self-determine and use their initiative in their environments. Where the findings revealed that discretionary power may be gendered, it is worthwhile investigating the potential of discriminatory practice in the realm of senior management decision-making capability.

In addition, low levels of participant engagement in decision-making with regards to training and development or career development planning, may produce low involvement by those directly affected. Therefore, exploration into senior managers' perceptions relative to their lack of power and control is critical to the ability of the Provincial Government of the Western Cape in creating a more inclusive environment, better supported staff compliment and more self-determined and autonomous workforce.

6.3.1.4. Impact

Impact enhancement is an overarching aim in any organisation, equally so for the Provincial Government of the Western Cape. In essence it means the capacity to consistently provide a better service and product. As a pillar of empowerment, it requires empowerment through all other pillars brought forward in the theoretical framework used in the study. However, impact also related to and has direct links to the following:

- The changing environment; and
- Work overload.

Working environments change, and senior managers of the Provincial Government of the Western Cape revealed themselves to be disempowered during a time of change or crisis. The further investigation around the perceived barriers to their inability to deal effectively during these times is necessary not only for individual well-being, but also for the provincial

governments' capacity to serve the public of South Africa in an effective manner. Through more detailed knowledge, measures and systems can be put in place in order to bring more flexibility into the environment or support for senior managers during times of crisis. Further to this, enhanced communication of and inclusion into the broader context in which they operate, may equip senior managers with the kind of knowledge that allows them the crisis' they are dealing with into context and avoid potential problems in other areas which may be affected. This is one way in which they could be included into decision-making over and above the scope of their jobs and as a result perceive greater impact in their roles.

An important factor in the reduction of impact is work overload. Even though the perceive incompetency of superiors as well as vacancies not being filled within the department had been isolated as reasons for senior managers feeling overloaded, these may not e the only reasons. Where this also has direct links to job stress and satisfaction, it necessitates further investigation into the parameters.

6.3.1.5. Opportunity To Learn And Grow

The two areas under this social-structural pillar of empowerment requiring examination are:

- The “glass ceiling”; and
- Mentorship.

Designated groups within the Provincial Government of the Western Cape perceived that the opportunity to learn and grow was gendered and that a “glass ceiling” existed for women within the workplace. It is therefore paramount to the retention of these groups, their levels of job satisfaction as well as the obligation of the provincial government to eliminate all forms of discrimination in the workplace, that the nature of this is further explored. It is important to know in which manner discrimination is experienced, whether the victims are knowledgeable about recourse processes available to them and how discriminatory practice can be eliminated.

Even though the study revealed discrimination as a barrier to the opportunity to learn and grow, it also revealed a potential opportunity by way of formalised mentorship programmes.

Mentorship was shown to exist for only a few. A more in-depth understanding of the concept is necessary to ascertain the value senior manager's place on it and whether it would be as viable a fast-tracking mechanism as research has proved it to be in the workplace. The knowledge gained from further investigation may provide impetus for it to be included as part of training and development should senior managers find it meaningful.

6.3.1.6. Access To Resources

An employee's ability to access resources in the working environment is important to their basic functionality as well as their capability to enhance their performance. This study showed that, 1) Access to the Human Resource function was lacking, and 2) uncertainty in access to resources is a limitation to performance.

It is the manner in which senior managers would like to have access and the frequency with which they feel access to the Human Resource function is necessary, that further qualitative research would provide. This process would facilitate the inclusion of key stakeholders in the redefining of the parameters of this vital support function.

Generally, senior managers were uncertain about which resources they had access to in the workplace. Once again, their inclusion into the expansion of knowledge in this regard would serve to increase flexibility in the system which has the potential to develop innovation-oriented leaders in the Provincial Government of the Western Cape.

6.3.1.7. Access To Information

There were 2 critical elements shown to affect the access senior managers had to access information. These were:

- Information systems; and
- Interpersonal relationships.

Information systems have the potential to enable a highly effective workforce as well as encourage and keep staff abreast of change and innovative practice within their environments. The findings revealed that senior managers were highly reliant of co-workers

for information suggesting that the information systems they had access to, did not yield them as autonomous, nor did it give them the scope to maximise their efficiency. Having said this, further investigation is needed to understand where the barriers and opportunities lay regarding the existing system so that adjustments can be made to satisfy needs identified.

In addition, senior managers, particularly females, presented to be highly reliant on co-workers for information. It is therefore necessary to identify the nature of potential discriminatory practice in their perceived lack of access.

6.3.1.8. Access To Support

The role of interpersonal relationships in the process of empowerment has featured in almost every aspect on empowerment and is certainly not without weight when it comes to the empowerment pillar of access to support, in fact, it is the foundation.

Senior managers indicated that they did not receive all the support they needed from their superiors as well as generally lacking in support in their roles. The question of what level of support is expected; the nature of support given and the barriers to its access would serve the Provincial Government of the Western Cape well in understanding the impact of the lack thereof on a micro as well as a meso and macro level.

Conflict was presented as a contributing factor to limited support in the workplace. Recorded as having a negative impact on support from superiors as well as subordinates, it is therefore necessary to gain more in-depth knowledge on what promotes conflict, how individuals cope with it, and how it can be managed better. A qualitative study would reveal what resources and support mechanisms are needed in order to build and maintain relationships through conflict.

Upon further exploration into the themes brought forward through qualitative research, the Provincial Government of the Western Cape will be better equipped to:

- Understand the dynamics of the working environment;
- Strategise and plan for the empowerment of the workforce through the utilisation of relevant and rational knowledge;

- Implement mechanisms and measures that enable senior managers to become better leaders; and
- Build in effective monitoring and evaluation systems linked to empowerment.

6.3.2. The Provincial Government Of The Western Cape

A strategic plan for the empowerment of individuals must be based on valid knowledge. The findings and conclusions presented in this study have identified particular needs which have been used to make the following recommendations for the provincial governments' planning environment. It is recommended that the Provincial Government of the Western Cape develop and implement a leadership development programme that nurture critical skills in the following areas:

- Personal mastery, building capacity of senior managers to apply principles of emotional intelligence in the management of themselves and others. This includes the ability to sustain and be consistent in behaviours and the identification of limiting perceptions and barriers to maximising potential;
- Developing and applying strategies to build and maintain workplace relationships that focuses on communication skills;
- The ability to build and focus teams toward a vision through motivation, the identification and sharing of meaning and the devolution of power;
- The coaching and mentoring of team members through performance management systems by way of effective feedback mechanisms and inclusive practice; and
- The interpretation and adequate management of conflict, utilising tools that turn challenge into opportunity and the ability to maintain team focus amidst crisis.

In addition, appropriate communications campaigns may be launched to redefine the parameters of workplace culture that is pro-change and anti-discrimination. The following areas must be included:

- Principles of diversity management and understanding;
- Meaning, diversity and culture;
- Access to information and discrimination;

- Access to support and discrimination;
- Proactive vs. Reactive orientation;
- Recognition in the workplace; and
- Competence vs. Confidence intra and interpersonally.

The Provincial Government of the Western Cape has certain obligations through the findings of this study. Further qualitative research will be necessary to expand on current knowledge for policy review on the following aspects presented:

- Workplace sabotage;
- Victimisation; and
- Discriminatory practice.

The researcher is firm in the belief that the above recommendations serve as a sufficient baseline plan of action given the findings revealed. A more textured dataset retrieved through qualitative research is necessary to provide a summative assessment of perceptions senior managers have on their empowerment in the workplace.

6.4. Conclusion

The conclusions and recommendations chapter presented conclusions as they related to key themes brought forward in the study as well as how they impacted senior managers in terms of the theoretical pillars of empowerment used to frame it, further research recommendations were offered to expand on various themes that would facilitate the refining of findings relevant. Lastly, the Provincial Government of the Western Capes' leadership development planning environment was offered recommendations based on the findings and the literature.

This study has been significantly innovative in itself as it has offered a unique perspective on empowerment within the Provincial Government of the Western Cape. Increasingly pertinent to the workplace is the understanding of employee dynamics and how they perceive their environments. Through such exploration, we gain in-depth knowledge on where organisations are strong and which areas need to be turned from threats into opportunities. Leadership development starts internally. Organisation, be they public or private, are becoming more aware of the need to maximise the potential of employees in

order to maximise their impact in the environments in which they operate. Empowerment is one such mechanism for achieving this. This particular study utilised a comprehensive framework which has continuity in planning and implementation and provided a critical base of knowledge from which to expand.

The implications are multi-fold. Empowering people has a positive relationship with job satisfaction and retention, reduces work stress and promotes change-oriented and innovative work climate and culture. With these elements in place, the Provincial Government of the Western Cape is better placed to fulfil its legislative and policy requirement, deliver better service to the public and have broader impact. It is however imperative that appropriate action be taken given the knowledge afforded by this study. The recommended elements must be explored further and incorporated into actionable plans which have political backing and allocated budgets. As the study has shown, it is most effective to implement plans for initiative surrounding the development of people when they are included into the process. This study has yielded critical information from senior managers that would not otherwise have been recorded and therefore provides the Provincial Government with an obligation to utilise it in a manner that serves its employees.

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Appendix A: Broad-Based Black Economic Empowerment Generic Scorecard

Element	Definition	Code Series	Weighting
Direct Empowerment			
Ownership	Measures the effective ownership of enterprises by black people.	100	20 points
Management Control	Measure the effective control of enterprises by black people.	200	10 points
	Measures the initiatives intended to achieve equity in the workplace under the Act and the Employment Equity Act.	300	15 points
	Measure the extent to which employers carry out initiatives designed to develop the competencies of black employees.	400	15 points
Indirect Empowerment			
Preferential Procurement	Measure the extent to which employers buy goods and services from suppliers with strong B-BBEE recognition levels.	500	20 points
Enterprise Development	Measures the extent to which enterprises carry out initiatives intended to assist and accelerate the development and sustainability of other enterprises.	600	15 points
Socio-Economic Development Initiatives	Measures the extent to which enterprises carry out initiatives that contribute to socio-economic development or sector specific initiatives that promote access to the economy for black people.	700	5 points

(Department of Trade and Industry, 2007)

Appendix B: Authorisation Letter



DEPARTMENT of the PREMIER

Provincial Government of the Western Cape

CORPORATE SERVICES CENTRE
Chief Directorate Human Resource Management
Directorate Performance Management and Development

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REFERENCE: PN 53903927

ENQUIRIES: Annemie van Reenen

Ms J Orgill
Student at the University of Cape Town

Dear Ms Orgill

REQUEST FOR QUANTITATIVE STUDY WITHIN THE PROVINCIAL GOVERNMENT WESTERN CAPE 2011

Reference is made to your request in the above regard, the contents of which have been noted.

Approval is hereby granted for you to conduct a quantitative study within the Provincial Government of the Western Cape in 2011 as part of your studies for a Masters Degree in Social Planning and Administration at the University of Cape Town. However, it should be noted that participation by selected employees will be voluntary.

My best wishes accompany you with your research study and it is trusted that your findings will contribute towards the Western Cape Provincial Government's retention and talent management strategies.

Kind regards

A handwritten signature in black ink, appearing to read 'Brent Gerber'.

Adv BRENT GERBER
DIRECTOR-GENERAL

DATE: 22/10/11

Appendix C: Data Collection Tool

"WESTERN CAPE PROVINCIAL GOVERNMENT: SENIOR MANAGEMENT'S PERCEPTION OF PSYCHOLOGICAL AND SOCIAL-STRUCTURAL EMPOWERMENT LEVELS"

Dear Participants,

You have been selected to participate in a study on empowerment within the top and middle management levels of the PGWC. This forms part of a Masters dissertation in Social Planning and Administration at the University of Cape Town.

This study is critical because it explores your perceptions of individual as well as social-structural empowerment. The data from the study will hopefully inform the PGWC's related policy and programme plans.

Although your participation is completely voluntary, I encourage you to spare the 20 minutes to answer questions and share information that you may not otherwise be asked. The more participants there are the greater the study's validity and the greater the impact the study could have on future policy. Key insights into experiences and perceptions of critical roles within the PGWC could prove invaluable in addressing some of your concerns on empowerment.

It is important for you to note that you will need to click on the URL link provided. This will connect you to the website where the questionnaire is located. Please complete the questionnaire once. The data you input is completely confidential and cannot be linked to you specifically.

If you decide to participate, please answer the questions as openly and honestly as possible. I reiterate that your responses cannot be linked to you and the researcher is ethically bound to maintain strict confidentiality.

Should you have any queries regarding the questionnaire, please feel free to email me on jade.orgill@gmail.com.

Thank you for your time and effort in ensuring the success of my Masters research.

Yours Sincerely

Jade Orgill

Please note that all fields marked with an astrix (*) are required.

1) Age:*

2) Race:*

- ☐ African
- ☐ Coloured
- ☐ Indian
- ☐ White
- ☐ Other

3) Gender:*

- ☐ Male
- ☐ Female

4) Disability:*

- ☐ Yes
- ☐ No

5) Home Language:*

- ☐ African language
- ☐ English
- ☐ Afrikaans
- ☐ Other

6) Martial Status:*

- ☐ Married
- ☐ Divorced
- ☐ Widowed
- ☐ Single

7) Number of dependents:*

8) What is your current job title?*

- ☐ Head of Department
- ☐ Chief Director
- ☐ Director
- ☐ Deputy Director
- ☐ Assistant Director
- ☐ Other

9) Which department do you currently work in?*

- ☐ Western Cape Education Department
- ☐ Department of Health
- ☐ Provincial Treasury
- ☐ Department of Human Settlements
- ☐ Department of Cultural Affairs and Sport
- ☐ Department of Environmental Affairs and Development Planning
- ☐ Department of Community Safety
- ☐ Department of Agriculture
- ☐ Department of Social Development
- ☐ Department of Economic Development and Tourism
- ☐ Department of Transport and Public Works
- ☐ Department of Local Government

10) How many years in total have you worked for the department you are currently working in?*

11) How long have you been in your current position?*

12) Which salary level (grade) do you fall into?*

- ☐ 16

☐ 15

☐ 14

☐ 13

☐ 12

☐ 11

☐ 10

☐ 09

13) What is the highest level of education you have obtained?*

☐ Matric

☐ Diploma

☐ Undergraduate Degree

☐ Post-Graduate Degree

☐ Other

14) My direct line manager is..*

☐ Male

☐ Female

Listed below are a number of self-orientations that people may have with regard to their work role. Using the following scale, please indicate the extent to which you agree or disagree that each one describes your self-orientation.

Social-Structural Empowerment -

Opportunity to learn and grow

15) I am challenged by the work I do.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

16) I have a mentor in the workplace that helps me grow.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

17) I receive equal opportunities in career development as the opposite gender does.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

18) My job requires me to use all relevant knowledge I have.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

19) Performance appraisals help me become better at my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

20) There is a "glass ceiling" for women in my department.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral

☐ Disagree

☐ Strongly Disagree

21) I am increasing my knowledge in my current position.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

22) My position allows me to develop new skills.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

23) I frequently collaborate with my line manager on activities.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

24) The training I receive is relevant to my job.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

Access to Information

25) I know exactly what is required of me in my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

26) It is easy to obtain information to do my job effectively.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

27) I have all the information I need relevant to my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

28) Most of the information I need comes from co-workers.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

29) My co-workers freely share the information they have.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral

- ☐ Disagree
- ☐ Strongly Disagree

30) Everyone in my immediate environment has equal access to the information they need to do their jobs effectively.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

31) Men and women have equal access to information.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Access to Support

32) Conflict limits the amount of support I get from my superior.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

33) Conflict limits the amount of support I get from my subordinates.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

34) Conflict occurs between co-workers.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

35) I can discuss problems I have in my job without fear of victimization.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

36) I have all the support I need in my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

37) Time constraints cause stress within my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

38) I am clear about what I need to do to improve my performance.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral

☐ Disagree

☐ Strongly Disagree

39) I am recognised for the things I do well in my job.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

40) I receive support from my superiors.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

41) Team structured activities contribute to my increased performance.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

42) Generally, both men and women receive equal political support for using their initiatives.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

43) I receive sufficient support from colleagues of the opposite sex.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

44) Generally, I have a good working relationship with my subordinates.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

45) Generally, I have a good working relationship with my superiors.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Access to Resources

46) I have received adequate management training to do my job effectively.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

47) I have enough time in the working week to carry out all my tasks.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral

- ☐ Disagree
- ☐ Strongly Disagree

48) I receive additional resources when required.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

49) I have easy access to support from human resources personnel.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

50) Both men and women have enough time to carry out their jobs effectively.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

51) Men and women (on the same level) have equal access to additional staffing if needed.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

52) Political constraints hamper my access to funding.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

53) Individual training and development are dictated by politics rather than departmental policy.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

54) Departmental politics favours the professional development of men over women.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Psychological Empowerment -

Meaning: Sharing organisational values, beliefs and behaviours

55) I care about my work, it is important to me.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

56) The activities I perform are in line with my own personal value system.*

- ☐ Strongly Agree

- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

57) I value monetary rewards.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

58) I value the meaning created by my job more than other rewards.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

59) I am excited about the work I do.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

60) In my job, I am doing things that maintain my integrity.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

61) I am clear about the values of the department in which I work.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

62) I share the same values and beliefs as the organisation.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

63) I share the same values and beliefs as my co workers.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

64) I am happy with my co-workers ethical conduct in their positions.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

65) The ethical conduct of my colleagues can be improved.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral

- ☐ Disagree
- ☐ Strongly Disagree

66) Men and women have different organisational values within the department.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

67) Affirmative action policies have a positive effect on departmental culture.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

68) I see affirmative action policies as a threat to service delivery.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Competence – confidence to perform job

69) I feel confident about my ability to do my job well.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

70) I think about changing jobs constantly.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

71) If I was offered another job I would accept it.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

72) I feel paralyzed by what I am required to do.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

73) Forces outside of the department prevent me from attaining my required level of performance.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

74) I know I have the skills and abilities to get the job done.*

- ☐ Strongly Agree
- ☐ Agree

- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

75) My job is challenging, but never beyond my capacity.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

76) I am able to overcome challenges in my job because I have the ability and skill set to do so.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

77) I often withdraw from tasks because I don't feel I have the ability to do them effectively.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

78) I am confident that I can carry out my tasks effectively.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

79) My superiors are confident of my abilities.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

80) My co-workers have confidence in me.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

81) I can independently handle all tasks that are given to me.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

82) I rely heavily on co-workers to complete my job requirements.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

83) Men and women in management roles display equal confidence in carrying out their duties.*

- ☐ Strongly Agree
- ☐ Agree

- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

84) Mentorship gives me greater confidence.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

85) My work is sabotaged by others regularly.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

86) I am disillusioned with my superiors' incompetence.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

87) I am disillusioned by my subordinates' incompetence.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Self-Determination: autonomy and formalized decision-making power/control over work.

88) I have the power to make decisions that affect my job tasks.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

89) I am in complete control of my level of performance.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

90) My ability to perform in my job is highly dependent on decisions made by my superiors.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

91) I have complete control over the time I have to complete tasks.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

92) I am encouraged to take more responsibility in my job.*

- ☐ Strongly Agree

- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

93) I am regularly overloaded with duties due to my superior's incompetence.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

94) I am regularly overloaded with duties due to vacancies not being filled within the department.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

95) Standard operating procedures create pressure for conformity.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

96) I am trusted to use initiative in my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree

☐ Strongly Disagree

97) I take the initiative in my job.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

98) I am proactive in my job.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

99) I am trusted to decide the best way of carrying out my job.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

100) I take ownership of all activities required of me.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

101) The department encourages me to use my initiative.*

☐ Strongly Agree

- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Impact – impact over organisational outcomes/results

102) I feel empowered during a time of crisis.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

103) I know that I can make a difference through the work I do.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

104) I have input into work related decisions over and above the scope of my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

105) I see myself as making a difference in my job.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree

☐ Strongly Disagree

106) I think change is very important within the department.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

107) I am able to challenge the status quo in my job.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

108) I am able to push boundaries in my working environment.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

109) I shape the outcome of the environment in which I operate.*

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

110) Hierarchical (bureaucratic) structures at a departmental level discourages initiative.*

☐ Strongly Agree

- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

111) Bureaucratic structures at a provincial level impede change.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

112) I am clear about the department's goals and objectives.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

113) The goals and objectives in my job are in line with those of the department.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

114) My job tasks contribute significantly to departmental outcomes.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

115) Men and women have equal impact on organisational outcomes.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

116) Affirmative action policies hinder departmental performance.*

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Thank You!

Thank you for taking our survey. Your response is very important to us.